

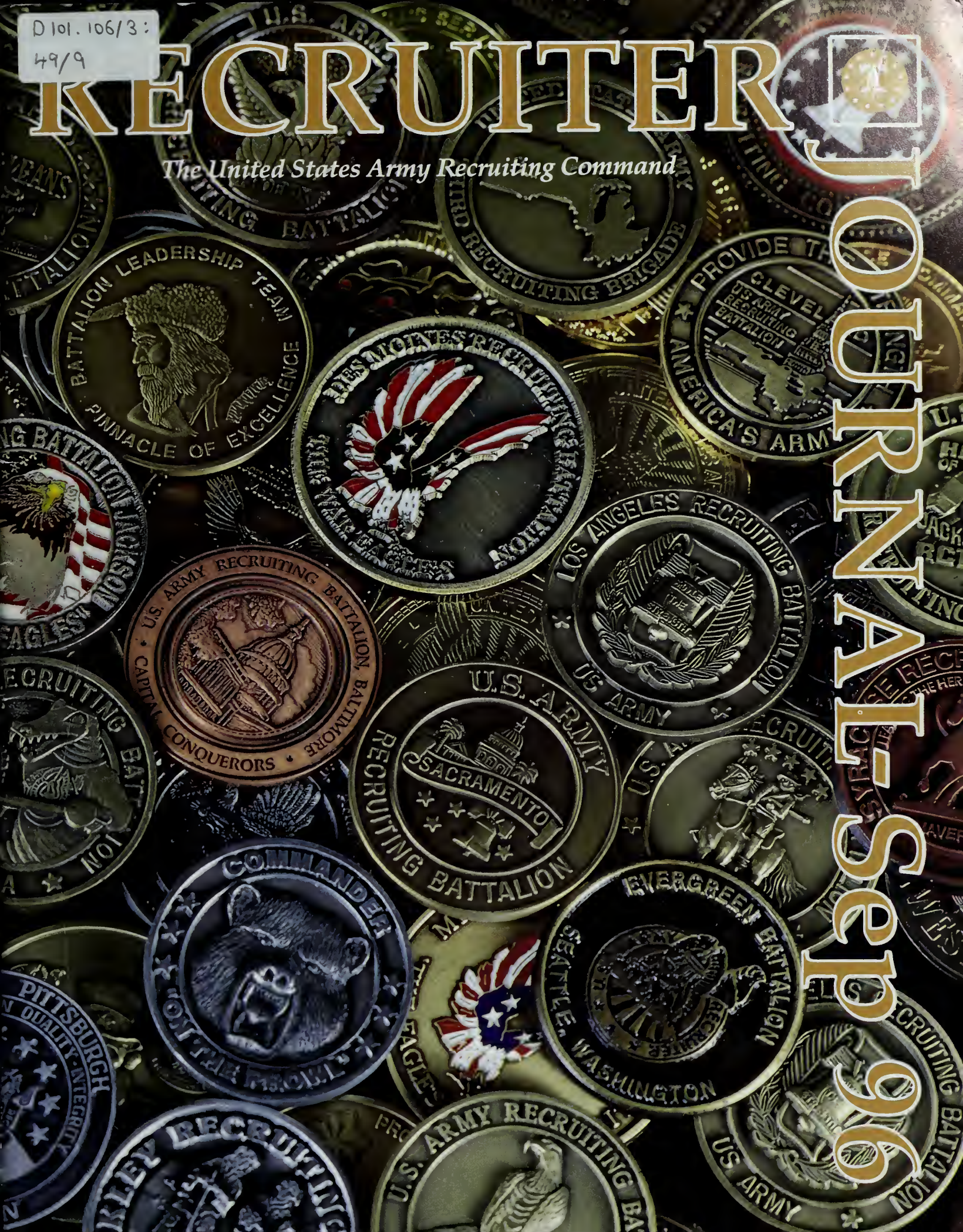
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RECRUITER

The United States Army Recruiting Command

Journal
of
Self



“Smart Quotes”

- **Many students who take loans worry they might not be able to pay them off once they graduate. So, an important topic in marketing to students is the success rate of graduates.**

(Research Alert, Mar 96). Ever considered this in our efforts?

- **U.S. business expects to create approximately 1.4 million new jobs during 1996, according to Dun & Bradstreet's 5,000 Survey of Employment Expectations. The figure is less than half of the three million new jobs predicted by the survey last year.**

(Research Alert, Aug 1996)

- **AIDS: Although AIDS is a threat to all persons, there are large racial and ethnic differences in the rate of reported cases among women. In the 12 months ending June 1995, non-Hispanic black women had nearly 17 times the rate of reported cases of AIDS as non-Hispanic white women (3.7 per 100,000 population). Hispanic women had roughly six times the rate.**

(Research Alert, Aug 1996)

- **Stress from work or career runs high among younger men and peaks with those aged 30 to 49. Sixty-five percent of men in this age group report feeling “a lot” or “some” stress from a typical work day. Younger men aged 18 to 29 suffer the most from lack of time and from information overload. These are the years of rapid and dramatic personal changes, such as college, joining the work force, marriage, and fatherhood.**

(The Numbers News, Aug 1996)

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MG Alfonso E. Lenhardt
Commanding General

S. Douglas Smith
Public Affairs Officer

Kathleen Welker
Editor

Pearl Ingram
Assistant Editor

Emilie L. Howe
Assistant Editor

Joyce Knight
Graphic Support

Greg Calidonna
Cover Photography

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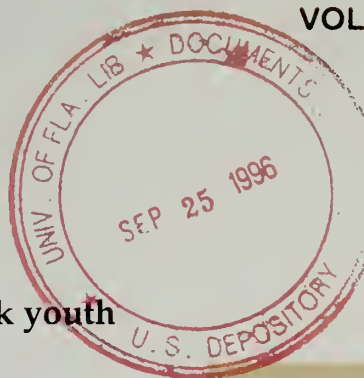
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This month's cover....

was designed by Joyce Knight, a visual information specialist at Headquarters USAREC. It shows a collection of battalion and brigade coins and was photographed by Greg Calidonna, Advertising and Public Affairs Directorate, HQ USAREC.

Stability is the key!



MG Lenhardt

FY 96 will be known as a year of significant change in USAREC. Revised business practices, leadership changes, new missions (AMEDD, preparing for the Chaplain mission, etc.), and multiple mission increases are only a few of the challenges the command has faced this year. Change is normal, even desirable sometimes. When, however, the pace of change accelerates too quickly or is sustained at too high a rate for too long, common processes begin to destabilize and quality of life deteriorates. The successful mastering of change means stabilizing basic recruiting processes and attending to the welfare of our people.

Mastering change means focusing effectively on policies, processes, and people. Change should not create a situation where people do not know what they are supposed to do, nor one where every organization develops their own way of doing business. Leaders avoid destabilization by doing their homework, learning about and from change, and effectively demonstrating new practices to subordinates. Leaders must ensure everyone has a clear understanding of new policies and procedures, that they're trained to execute changes, then led and challenged to do just that. Thus, subordinates will not stumble around wondering what's expected of them when leaders take the time to learn, train, and supervise change. Leaders must not seek false stability by building "bright idea" local programs when proven policies and practices already exist.

Improving write-rates, better levels of unit performance, and total production prove USAREC has leaders and recruiters who know how to master change. As we face FY 97's enhanced mission, greater individual performance and unit efficiencies are required. There is every indication we have the positive momentum to achieve our vital mission for our Army.

Learning, then mastering, new policies and processes is a responsibility each of us share; so is effectively

performing those basic tasks that never change. Basic tasks in recruiting include: prospecting (finding someone to talk to about the Army), developing markets, presenting the Army story, moving applicants through the qualification/enlistment process, reinforcing the enlistment decision, and sustaining the enlistment commitment through ship day. These are individual responsibilities also, with leaders ensuring everyone is trained, then led and challenged to perform these basic tasks skillfully.

Performing skillfully means knowing what the standard is for each task and performing at or above that standard. Enlistment qualifications, mission categories, policies, and even some processes may change from time to time, but two things remain the same year after year. The basic tasks of prospecting, selling, processing, retaining what you recruit, and following up (as well as performing these tasks to standard) are challenges that never change.

The key to success in an environment of change is quality NCOs who are well trained, well led, positively motivated, and effectively directed at consistently performing basic recruiting tasks to standard.

Improving write-rates, better levels of unit performance, and total production prove USAREC has leaders and recruiters who know how to master change.

Leaders, as well as those they lead, must learn, practice, and achieve competence in recruiting skills and the enlistment process. Quality NCOs and officers come to us from the Recruiting and Retention School needing only to figure out how to apply newly learned recruiting skills in their areas of operation. Field leaders and recruiting mentors must develop these newly arrived quality soldiers into effective teams who will contribute to mission-capable units.

Leaders must be able to effectively demonstrate desired performance; just "telling 'em" has never been enough. Higher missions call for more effective leadership, better performance, and greater production. All of this can be achieved, and not at the expense of quality of life, as long as we stick to basics and perform to standard.



The Tools of the Trade



Working with the proper tools can keep you on the right track. The four basic tools of recruiting are the planning guide, lead refinement list, school folder, and prospect data record file system. Working with these four tools recruiters can increase their work efforts as well as improving quality of life, productions, and team cohesion. Understanding how these tools interact with each other will improve your ability to work the system instead of the system working you. Let's look at each tool.

The **Planning Guide** is used to document past, present, and future recruiting activities. The planning guide is one of the most effective tools available to a recruiter when properly used. Information placed in the planning guide keeps you focused in the right direction consisting of prospecting, all applicant events, command directed supporting events, and DEP birthday reminders.

This effective tool is currently being used in two extremely different ways. The first way is to use the planning guide as a diary to document everything done in a day, filling in activities, because that's what your station commander and first sergeant want to see, whether the actual event happened or not. (Also, don't get caught up doing what experienced recruiters call busy work.) The second and best way to use a planning guide is to anticipate possible unexpected situations that will prevent you from accomplishing what you have planned so carefully: for example, departing the station late and having to rush to your applicant's house for the interview, not leaving yourself sufficient time to find the house or being held up in traffic, or possibly being unable to stop and talk to a new potential applicant who happens to cross your path.

While planning your prospecting times you might try looking back through nine months' worth of historical data and determining the times and days that were the most productive. This will help improve your overall outcome and prevent you from stumbling around hoping for results. Remember, the more time you use to increase your results, the less time wasted.

The **Lead Refinement List** could be called your pot of gold. All you have to do is prospect for it. The one with the most determination, enthusiasm, and desire will prosper in greater success. The biggest problem with LRLs is the same problem in life, "lack of communication."

Has this ever happened to you: While calling a prospect, midway through the conversation he informs you he currently has an appointment with one of your comrades, or he explains that you already talked to him last year and you're saying the same thing over again, or you just met him at the school while walking down the halls. Now

you're embarrassed because you neglected to effectively blueprint the LRL. Imagine the results of your phone conversation before calling him. You already know you had a prior appointment but when you conducted it, you recorded his CAST test, desires, and goals prior to terminating his 200 Card. Will you use the same approach with him as you would an applicant who has never talked to you before? No! Now you can look at the next attempt on your LRL and see he has made two prior appointments but has never been interviewed. Will you call him? Yes, but you might want to remind him of his past record and determine the sincerity of his new commitment.

How much of your valuable time is spent trying to accomplish a set milestone requirement for seniors? What if every time you went to the school you kept an accurate record of all the applicants you talked to in the hall, at lunch, in the counselor's office, or working the deck in order to blueprint your LRLs? Do you think you could spend more time accomplishing mission while still achieving set milestones?

The **School Folder** is great when you're assigned to a new school, provided the folder has been properly completed and updated. One problem with school folders is that they are not kept in locations convenient for recruiters to access in order to update their efforts. Also, a recent process action team determined that a large portion of the school folder was redundant and filled with meaningless information. The new school folder offers you more room for your personal accomplishments and annotations. Get yourself in the habit of taking the school folder with you to the school, allowing yourself the opportunity to update accomplishments while they're fresh in your mind. This brings us to our last recruiter tool, the prospect data record file system.

The **Prospect Data Record File System** can be an administrative nightmare or your best friend. The biggest problem with this tool is a lack of understanding. You might schedule more than five follow-up appointments on any one day or schedule follow-up appointments for Friday knowing you're not going to complete them. Your next step will be to move them to the next day, and before you know it, there are 15 follow-up appointments for one day. A meticulously run record system will ensure you don't lose a possible contract. Remember, most sales are lost due to the lack of follow-up.

You receive proficiency pay to work these four basic recruiting tools. Done effectively, they will compliment each other as well as improving your overall work efforts instead of increasing your working requirements.

New Hispanic commercial airs

A new active Army Hispanic television spot is ready to be aired on Hispanic television throughout the United States. The new spot, "La Diferencia," shows Hispanic soldiers on a nighttime exercise, laying a bridge, using radar, and receiving a medal.

The voice-over in Spanish says, "The Army has taught me to see the world through different eyes. To know how to take the lead. To build bridges towards my future. To find the road I'm looking for. Your career of tomorrow begins in the Army today. Only here can you learn a technical skill and get up to \$30,000 to continue your education. Take a step forward. Be all you can be."

The spot is designed for influencers as well as prospects. It debuted August 23 on Univision at 9:00 p.m. in the "Premios Eres Special." It began to air Aug. 23 on the Univision Network, Telemundo Network, and on KWHY in Los Angeles and will continue through Sept. 16. The units bought are 56 percent in prime time, 21 percent early fringe and 24 percent day time programming.

For questions please call Louise Eaton at 1-800-223-3735, ext. 6-0169, or (502) 626-0169.

New liaison in HQ CSM office

With the arrival of USAREC's new command sergeant major, CSM Thomas R. Brooks, comes a new NCO Liaison. SFC Gary J. Bowery has replaced SFC Lisa Andrews in that position; he may be reached at extension 6-0528. SFC Bowery is a former field recruiter, station commander, and

trainer. He wears the recruiter ring and joins the CSM's staff from the Recruiting Operations Directorate. The CSM's secretary remains Ms. Gloria Teague and she may be reached at extension 6-0530.

Simplified vouchers to accompany TDY checks

In August, The Defense Finance and Accounting Service will have changed the process and format in which TDY travelers receive information concerning their travel payment.

Travelers will receive a simplified voucher printed concurrently with the check or Electronic Fund Transfer. The new voucher provides the essential information travelers need regarding their payment in the same format as the settlement voucher. In February, a sample of the new travel voucher was sent to 3,500 government travelers serviced by DFAS Operating Locations.

The response reflected a high acceptance level for the new voucher. Through process reinvention, DFAS will continue to adapt to new business practices which will improve the quality and timeliness of financial reports, thus reducing

costs and improving service to all our customers.

Army News Service

Child support entitlement to BAQ

Single parents paying child support will not receive full basic allowance for quarters. They will receive the difference between the with dependents and the without dependents rate, called BAQ-DIFF. Recruiters must not advise applicants who have given up custody or who are in the process of giving up custody how much child support the court should require them to pay.

For reference, single parents paying child support eligible for BAQ-DIFF will receive the following rates based upon the FY 96 pay scale:

E-1	\$152.10
E-2	\$128.40
E-3	\$ 95.70
E-4	\$117.60
E-5	\$135.30
E-6	\$159.30

Point of contact for this headquarters is SFC Jensen, RCRO-PP, at DSN 536-0481 or 1-800-223-3735, ext. 6-0481.

The Soldiers Show

This production highlights the talents of soldiers throughout the Army. Here's an opportunity to take DEP/DTP members to an MWR activity. The remaining dates and locations in this year's scheduled Soldiers Show are:

Fort Hamilton, NY	Oct. 3
Fort Drum, NY	Oct. 5-6
Aberdeen Proving Grounds, Md.	Oct. 8-9
Fort Monroe, Va.	Oct. 11
Fort Lee, Va.	Oct. 13-14
Fort Meade, Md.	Oct. 15
Fort Jackson, S.C.	Oct. 18-20
Fort Eustice, Va.	Oct. 23
Washington, DC area	Oct. 26

Olympic production incentives

USAREC Olympic Production Incentive Competition period is from July 30, 1996, through Sept. 30, 1996, and is for all On-Production recruiters. All production criteria are for net production; therefore, any DEP loss will be subtracted from total accomplishments. There will be no holding of DEP loss to help a recruiter qualify for awards.

RA criteria

Regular Army recruiters must meet the following criteria to qualify for awards:

- Bronze Medal winners must write 5 RA contracts; 3 must be GSA.
- Silver Medal winners must write 6 RA contracts; 4 must be GSA.
- Gold Medal winners must write 8 RA contracts; 6 must be GSA.

USAR criteria

Army Reserve recruiters must meet the following criteria to qualify for awards:

- Bronze Medal winners must write 7 USAR contracts; 3 must be GCA.
- Silver Medal winners must write 10 USAR contracts; 4 must be GCA.
- Gold Medal winners must write 14 USAR contracts; 5 must be GCA.

RA Health Care criteria

To qualify for awards, Regular Army Health Care recruiters must commission a minimum volume of four appointments in the following categories:

- Dental Corps: Oral Surgeon only

- Medical Service Corps: Pharmacy Officer or Social Worker

USAR Health Care criteria

Army Reserve must commission or enlist a minimum of four appointments/contracts in the following categories:

- Medical Corps: Psychiatrist, Family Practitioner, Thoracic Surgeon, Orthopedic Surgeon, Diagnostic Radiologist, Emergency Medicine
- Nurse Corps: Nurse Anesthetist
- Specialty Corps: Physician Assistant
- Medical Service Corps: Environmental Engineer, Sanitary Engineer
- LPN: 91CC

Credit may be accomplished through use of the following procedures:

- IRR to SELRES
- Direct to SELRES
- F-Strap (Nurse Corps only)

Only those commissioned/enlisted in August or September will be counted towards Olympic competition.

Incentive awards

The top producer of contracts as a result of DEP referrals will also become a Gold Medalist and will receive the Gold Medal awards. Second and third runners up will receive the Silver and Bronze awards.

Bronze Medalists will receive a 4-day pass and a Bronze Medal. Silver Medalists will receive two 3-day passes and a Silver Medal.

Gold Medalists will become members of the CG's Advisory Council for Recruiting Excellence and receive:

- Two 4-day passes
- Gold Medal
- A certificate from the CG to be placed in their OMPF
- A TDY trip to Atlanta to attend the CG's Advisory Council training
- Spouses of all winners will be invited TDY to Atlanta to attend a Family Support Symposium to be held in conjunction with the CG's Advisory Council training. Funding for this TDY will come from Family Support Funds.

Points of contact for this message, through your brigade, are SFC Hermening or SFC Green for Regular Army at 1-800-223-3735, ext. 6-0587 or 6-0468. For Army Reserve contact MSG Yardley at 1-800-223-3735, ext. 6-0529. For Army Health Care Recruiting, contact MSG Walker at 1-800-223-3735, ext. 6-0372.

Election year guidance

As a matter of long-standing policy, the Department of Defense does not engage in activities that could be interpreted as associating the department with any partisan political causes, issues, or candidates.

Commanders should not permit the use of facilities by any candidate, members of their staffs or their campaign representatives for:

- political assemblies/meetings;
- media events, speeches;
- fund-raising social events for political candidates, parties, or causes regardless of the sponsorship;
- press conferences;
- any other activity that could be construed as political in nature.

IMPROVING YOUR STATION'S ENVIRONMENT, PART 3

by SFC Gary J. Bowery

This is the last of a three-part article.

Last month in this column we discussed some creative ideas for conducting prospecting, sustaining your schools program, conducting sales presentations, and processing applicants for enlistment. Perhaps you have had the opportunity to put one or more of the points to use in your daily business. Becoming comfortable with the concepts discussed will require some practice. By using them daily you will gain self-confidence and they will become natural to you. Let's now move on and discuss DEP/COI maintenance. DEP/COI maintenance, for our purpose, is broken down in two sub-categories: DEP Maintenance and COI Maintenance/Community Relations.

DEP Maintenance

Every recruiter and station commander must personally know each and every DEP in the station. Break comprehensive DEP orientations down into three areas: first, conduct a second complete sales interview; second, provide the mission statement (follow-ups, referrals, DEP function schedules, etc.); and third, complete the record (complete 200-C). Have local civic organizations send letters of congratulations to new DEP members and their parents. Survey your DEP members and their parents to determine what's important to them so you can tailor your training during DEP functions. Schedule DEP training monthly and give advance notice in writing and designate a primary trainer. Review the proposed training schedule and conduct an AAR with the DEP members after completion of training. Publish the DEP function schedule 60 days in advance.

On those Saturdays when conducting DEP functions, do not plan to do anything else other than those DEP functions. DEP members should be required to give a list of referrals at the beginning of their DEP tour and perhaps every 90 days thereafter. Give DEP members leadership responsibility (For example: If there are three DEP members in one school, appoint one of them in charge of the other two. Give them a mission of putting another one of their classmates into the DEP through referrals). Instead of recruiters calling their DEP members, task the DEP members to call the recruiters. Give DEP members five posters to hang and have them tell you where they put them. Create an Army DEP Club or Military Club at your high school and get your club picture in the annual. Take DEP

members on appointments to reinforce their commitment; get them actively involved in recruiting for their Army. Using DEP members will give recruiters additional support during interviews. Watch for pattern changes, e.g., your DEP member stops calling every Thursday, stops returning your calls, stops visiting you during your high school visits, etc; these may be indications of a problem. Be proactive in identifying DEP losses and plan for them. Remember, no one dislikes a DEP loss more than the recruiter. No one dislikes an unexpected DEP loss more than the chain of command.

COI Maintenance/Community Relations

COI Maintenance/Community Relations starts with a good school program. Have your Company Commander or Battalion Commander meet with the PTA and brief the Army's State of the Command within your community. Be creative. Become a member in community organizations such as the Chamber of Commerce, VFW, etc. (See USAREC Reg 360-12.) Work with local civic organizations and solicit their support, e.g., provide guest speakers at DEP/COI functions, write letters to your DEP members and their parents, etc.

Contact USAR units whose members are influential in the community. Have lunch with small business leaders and fast food managers who will speak highly of the Army and are willing to refer prospects to you. Develop an award for spouses who give the most referrals. As you can see, there are no limits to your imagination on developing your DEP/COI programs.

***When everything
seems to be going
against you, remember
that the airplane takes
off against the wind,
not with it.***

— Henry Ford

Follow-Ups

Finally, we will discuss follow-ups. Did you realize that, on average, less than 10 percent of prospects agree to enlist during the first sales interview, 10 percent after the first follow-up, and 40 percent agree to enlist after the second follow-up? Knowing this, how can we use this knowledge to our advantage? Well, first let's determine how many follow-up interviews your prospects need before they agree to enlist. To do this, examine your last 20 enlistments. Check the PDR cards for follow-up interviews and then divide the total number of follow-ups by 20 to determine your average of follow-ups per applicant per enlistment.

Ensure you don't overload your PDR file system. Have a method to prioritize suspenses. Conduct no more than four to six follow-ups per day. One way of improving follow-up results is by following-up on no-show appointments by combining house-calls and cold calls. Do a maximum of three each per day. If an individual no-shows for an appointment then by COB that day the recruiter should owe the station commander either a confirmed rescheduled appointment or a new appointment to make up for the no-show. When following up on prospects after they've been conducted try getting the applicant to tell you he wants to enlist instead of your asking him.

*It is difficult to say
what is impossible, for
the dream of yesterday
is the hope of today
and the reality of
tomorrow.*

— Robert H. Goddard

Team/Leadership Building

The final area we will discuss is Leadership/Team Building. The best recruiting stations are like family. Always use positive motivation as your primary team building tool. As station commander, understand your recruiters personally and professionally and determine their needs and interests. Keep all the recruiters involved in station business and keep their families informed.

Organize your station into teams by pairing seasoned recruiters with new recruiters. Assign goals to

*In a democracy, the
individual enjoys not
only the ultimate power
but carries the ultimate
responsibility.*

— Norman Cousins

the teams and conduct performance reviews to monitor their progress as teams. Every one in the station must work together for the common goal of mission success. Sell recruiters on the idea that they run the recruiting station and that you only manage their success. Have your recruiters tell you their personal short, mid, and long range goals and then assist them to achieve their goals.

Upon arrival of a new recruiter, give him or her a week, prior to phone prospecting and after in-processing, to post his area with USAREC provided posters. Instruct them to post high schools, colleges, post offices, libraries, grocery stores, malls, etc. Teach your recruiters how this assignment will enhance their leadership traits as an NCO. Mold recruiters to become assistant station commanders. Immediately after your Battalion Annual Training Conference get all your recruiters together and determine what awards your station will win next year. Team goal setting is a dynamic tool. Schedule family outings (e.g., barbecues, camping trips, etc.) once a quarter. Create a recruiting station or company logo, something to rally around. If possible, use mannequins within the station to display different Army uniforms. Mannequins catch the eyes of those coming into the station and prompt them to ask questions. Each recruiting station should have a thermometer chart in the office that is filled in as the mission is accomplished (similar to the Combined Federal Campaign thermometer chart).

During the last three issues of the *Recruiter Journal* we discussed many new and old ideas you can use to improve your station's and team's success. It is understandable that not all of the ideas will work for everyone, but it is reasonable to expect some of the ideas to work for some of the people. There is no greater pleasure in the business of sales than to try something new resulting in a contract. That, of itself, is motivating to achieve even greater success. Just as we witnessed athletes achieve "personal bests" in their specific sport during the summer Olympics, you too can strive to achieve your "personal best" in recruiting.

Conventions vital

by Maggie Browne, Recruiting Support Battalion

National conventions contribute to the recruiting effort by creating a wholesale market atmosphere where prospect and recruiter meet. Conventions enable the recruiter to talk to qualified leads and COIs that they might not normally be exposed to. Additionally, convention participation creates an image of the Army as a professionally involved organization.

Within a span of two weeks, Army recruiters were exposed to the nation's top vocational-technical students and some of the nation's top opinion leaders.

The Vocational Industrial Clubs of America (VICA) held its national convention during June in Kansas City, Mo., and the NAACP (National Association for the Advancement of Colored People) held its national convention in July in Charlotte, N.C.

VICA has a chapter in each of the 50 states and possessions, and this convention drew over 3,600 prospect-age students and many COIs. Its members seek to better themselves and prepare for the future by developing skills that are in demand. This convention, "Techspo '96" gave the top students in vo-tech programs a chance to prove their skills through competition.

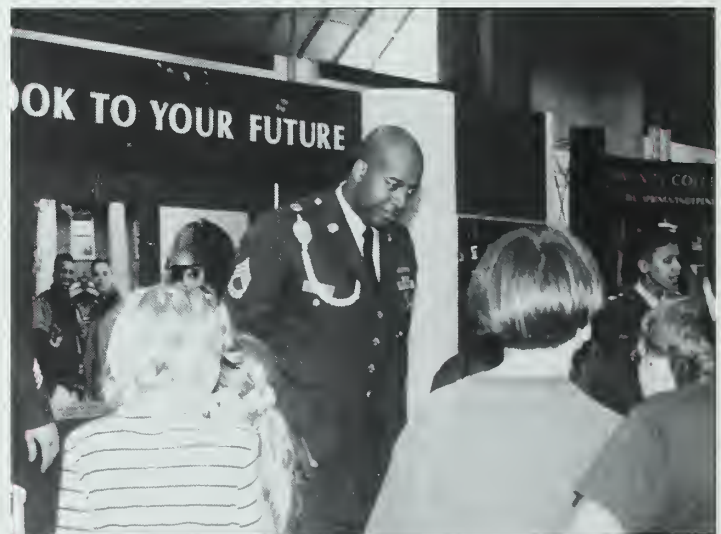
National conventions contribute to the recruiting effort by creating a wholesale market atmosphere where prospect and recruiter meet. Conventions enable the recruiter to talk to qualified leads and COIs that they might not normally be exposed to. Additionally, convention participation strengthens the Army's image as a professionally involved organization.

Members of the Recruiting Support Battalion (RSB) provide the manpower and the logistical support for successful exhibits. Jim Morrison, the national conventions manager, and his staff make arrangements for booth space, put together the exhibit, cover all shifts at the booth, and ensure an adequate supply of RPIs and PPIs. They also work with the local battalion to make sure the booth is staffed and the local recruiters are trained to maximize the experience.

"Conventions such as Techspo '96 provide a prime opportunity for qualified prospects to check out the Army," said SFC Gary F. Hodges, an RSB exhibitor. Hodges is a veteran of many shows and conventions and believes that there is much to be gained by simply being there. He has received extensive training in exhibiting as part of the RSB's national conventions team.

At this convention, Hodges estimates that out of a crowd of 8,500, the total number of contacts was in the neighborhood of 1,100, with 250 COIs and 100 target age leads. Since this is a national convention, each of these leads and COI cards is forwarded to the appropriate battalion.

According to Hodges, all contacts are important. "Even if the contact is ineligible or really not interested, they usually know someone who is," he said.



SSF Gary F. Hodges, an RSB exhibitor, fields questions about the Army posed to him by attendees at Techspo '96. (Photo by Maggie Browne)

to recruiting

The COI contact at this convention was especially important. “Many COIs request that local recruiters visit their schools,” Hodges said. “This is the kind of cooperation we need to access ‘hard to penetrate’ schools.”

In that respect, Hodges asserts that conventions build bridges. “Conventions show that the local recruiter is there to support the community,” he said.

SSG Brian K. Friedman and SSG Patricia N. Mitchell, both of the Kansas City Battalion, feel that conventions are good for exposure. VICA was their first convention and they were impressed.

“Frequently, when you see a news story about the Army, it’s reporting something bad that has happened,” Friedman said. “Conventions show the good side of the Army; that we are here and still hiring qualified people. Being out here with other industries shows that we are on a par with the private sector.”

Mitchell concurred with Friedman, saying, “It shows we’re competitive and gives people the opportunity to see that we exist,” she said.

“VICA attracts good prospects because if kids belong to these kinds of clubs, it shows they are trying to better themselves and reach their full potential,” said Friedman, a former VICA member.



At Techspo '96, SSG Brian K. Friedman, a Kansas City Bn recruiter, tells a prospect about the opportunities in today's Army. (Photo by Maggie Browne)



MG Alfonso Lenhardt visited the Army booth during the NAACP National Convention.


“Conventions are useful,” said SFC Kelly D. Clark, Salt Lake City Battalion recruiter. “Any way we can get the word out to today’s generation is appreciated.”

Clark thinks VICA is well adapted to what the Army has to offer. “It could be said that VICA prepares students for a military career.”

Contrast the VICA convention with the NAACP convention that was heavily laced with COIs. This convention attracted over 10,000 community leaders and role models from all over the country. The attendees ranged from youth leaders to ministers to nationally known dignitaries and activists. Over a thousand COI contacts were made at this convention, according to Hodges.

“This convention gave us the opportunity to tell the Army story to top role models,” Hodges said. Additionally, the event was covered by all major media, which expanded the Army’s exposure at this event.

The NAACP leadership was very receptive to the Army’s presence. MG Alfonso E. Lenhardt, USAREC’s commanding general, was there, as were several Department of Defense luminaries such as the Honorable Togo D. West Jr., Secretary of the Army, and GEN Dennis J. Reimer, Chief of Staff of the Army.

Generating 20,000 prospect contacts, 12,000 COI contacts, and over 9,000 leads per year, it’s easy to see why the national convention program is so vital to the recruiting effort. 

Face-to-face marketing

by Jim Morrison, USAREC National Convention and Trade Show Manager, Recruiting Support Battalion

The USAREC National Convention and Trade Show Program provides unparalleled opportunities for making face-to-face contact with our most important center of influence (COI) and prospect audiences. USAREC participation in national conventions and trade shows provides us with unique and powerful selling opportunities. Through this participation, USAREC builds COI relationships, generates quality leads, explains Army recruiting programs, introduces new programs and campaigns, conducts marketing research, and penetrates new prospect markets.

Professional associations sponsor annual national conventions and trade shows. Our target markets include education associations (such as the National School Board Association, the National Association of Secondary Principals, the American School Counselors Association, and the American Vocational Association) who host national conventions in major cities throughout America. By participating in their conventions, we are able to influence the influencer. These invaluable COIs are major assets to recruiters and have direct impact on their ability to recruit.

We also attend prospect events with groups such as the Future Farmers of America, the National Student Nurses Association, and the Vocational Industrial Clubs of America. These events give us the additional opportunity to talk with thousands of young people about the Army and generate qualified leads for our recruiting field force. In a typical year, we return with more than 1,200 qualified leads from the Future Farmers of America alone.

Other events target business leaders and human resource managers (National Alliance of Business), medical and health care professionals (American Dental Association), minority audiences (National Association for the Advancement of Colored People), and special audiences (National Dropout Prevention Conference). In FY 96, USAREC participated in 52 national association conventions and trade shows, representing a total membership over 15,000,000.

Our participation at conventions and trade shows includes exhibits, speaking opportunities, and sponsorship of special event activities, all of which allow us to communicate persuasively and credibly with the associations' leadership and membership. These special events provide multiple forums where we communicate with, educate, and persuade COIs to accept and support Army recruiting efforts. Over the years, we've had remarkable success in obtaining association support for recruiter access to schools, release of student lists, ASVAB testing,

and endorsements for special recruiting programs. An added benefit is that associations communicate these programs and supporting policies to their internal audiences.


In addition, USAREC has employed these special events to introduce and promote new recruiting programs and marketing campaigns such as Stay in School/Stay off Drugs, Opportunities and Options, The Army Advantage, Experience for Hire, Project High Grad, The Army Employer and Alumni Program, Planning for Life, Spirit of Nursing Award, and Scholar Athlete Program, to name a few.

We attend only those national conventions and trade shows that have a predetermined target audience for our programs and recruiting effort and that prove to be cost-effective means to reach those markets. In coordination with the USAREC staff, we conduct research and evaluate specific events to determine if the attending audience is one USAREC needs to reach in order to accomplish specific, realistic, verifiable, and measurable USAREC marketing and sales objectives.

Once the overall marketing objectives are established, the markets defined, the target audience within those markets identified, and the strategy outlined, objectives and goals are established for each event. The process of setting program objectives and event goals is initiated up to 18 months prior to a specific event.

Our experience has shown that by integrating each marketing communication element, and executing them properly, we achieve important benefits — cohesive marketing messages and themes that create strong awareness, recognition, and memorability. Whether the prospect or COI sees a print ad in a magazine, reads a direct mail piece, sees and hears a TV ad, or stops by the USAREC exhibit at a national convention or other trade show, there is instant recognition of the Army and its messages.

Though national convention exhibits share in the success of our national convention or trade show effort, the real "bottom line" in making our participation pay off begins with integrated marketing planning that includes the national convention and trade show medium in coordination with other promotion media.

USAREC advertising themes, special emphasis subjects, messages, and collateral material are all integrated into the national convention exhibit and other convention promotion activities to create continuity and ensure synergy. Exhibit header themes, graphics, and backwalls, in addition to booth staff presentations, literature (RPIs), Personal Presentation Items (PPIs), and lead/inquiry cards are designed to support all USAREC marketing communication plans. 



SGT Geronimo Rivera and his wife, Renee, sponsor a weekly youth gathering at their home for middle school and at-risk teenagers. (Photos are courtesy of Kansas City Battalion, A&PA.)

*by Sharlene Reeder-Jorgensen,
Kansas City Battalion A&PA*

Time is a precious commodity, especially to recruiters. They spend long hours working to put that one kid in boots, so having extra time for anything or anyone else — is rare. In spite of this there are some recruiters who always have time left over at the end of their day or on weekends to help other people. Such is the case with SGT Geronimo Rivera, Garden City (Kan.) recruiter.

SGT Rivera and his wife, Renee, take time to share their lives and experiences with the youths in Garden City through a program for middle school age kids from all walks of life and one which deals with at-risk youths.

They're programs organized through Rivera's church and have brought him a great deal of satisfaction knowing he made a difference in the lives of area teens. He and his wife sponsor weekly youth gatherings at their home, usually after he has had a long day of recruiting, making calls to the city's young people. After spending all afternoon working on leads and prospecting, he still has time though to give advice and just take time out with kids who need adult companionship and supervision.

SGT Rivera has worked with these programs for the past three years, "to try to reach some of the youth in the community as a way to positively impact their lives and make them better adults."

"They've made as big an impact on me as I have on them," said SGT Rivera. "We've come to realize these kids just need to feel wanted and accepted and to just be kids."

Renee Rivera remembers a couple who befriended her when she was growing up and has never forgotten the impact they made. It's made her feel a great desire to give a little of that back to teens who need help.

"I would rather work with them in creating relationships," Mrs. Rivera said. "Sometimes that's more important than programs."


"There's no magic cure for their problems. All they need is someone to be there for them at all times. They won't always do the right thing, but the thing is, they start to think about what they did wrong," added SGT Rivera.

Rivera said that the kids who are in the at risk youth program feel that the system has given up on them. The kids are from dysfunctional families and they're going to perpetuate that when they have a family. These are the hardest kids to reach, but he and his wife do not give up on them.

"In these programs the adults teach the young people to make better choices, in turn making them better citizens. They still make mistakes, but inch by inch they're making progress. Sometimes all they need is a little moral support."

Rivera adds, "We try to let them know there's a better life than the one they're living, where they think theft, assault and battery, gang involvement and drugs are acceptable."

Rivera says they'll test your loyalty just to see where you stand. But to him it's all worth the hard work, and sometimes pain you go through, when you see you've been able to take a "wild life" and make a "clean slate."

"It won't be an overnight success," he admits, "but if you really care, you'll make an impact for life." 

Time for teens

Time for teens

Time for teens

Time for teens

"Back-to-school" recruiting after high school

Photo by Greg Calidonna

by Louise Eaton,
USAREC Advertising and
Public Affairs,
and William Kunisch,
USAREC Recruiting
Operations

When you make your back-to-school plans, don't neglect post-secondary schools. Colleges and vocational technical schools offer an obvious pool of candidates for the USAR recruiter (see *USAR News*, page 25), but they also hold great potential for regular Army recruiters who take the time and trouble to learn how to fit into the campus in a non-threatening way. RA recruiters should team up with USAR recruiters; this is one market where both recruiters can work well together, and the RA recruiter can leverage the USAR recruiter's longevity in the community to help him meet people and learn the ropes.



Post-secondary schools value the veteran as a student. They see veterans as more focused, more disciplined, they achieve a higher grade point average, they are usually financially independent, and they have money for college. Colleges would much rather have more students with these qualities.

According to *USA Today* (July 11, 1996), more than one quarter of freshmen in private colleges drop out. For community colleges, 44.3 percent of first year students do not return for their second year. The rate of college graduation nationwide within the past five years has fallen 4.2 percent.

This fall's freshman class were high school seniors last year. They've received Army messages from recruiters, television and radio advertisements, and direct mail. Focus on the freshman class. If students decide to leave college, the recruiter needs to be present to remind them of Army opportunities. Post-secondary schools value the veteran as a student. They see veterans as more focused, more disciplined, they achieve a higher grade point average, they are usually financially independent, and they have money for college. Colleges would much rather have more students with these qualities. Recruiters should talk to students who are considering leaving college to enlist in the Army for the Army College Fund and enroll in college through the Concurrent Admissions Program. All a recruiter needs to do is to be present to remind them of Army opportunities, after initial

coordination with campus administrators. The battalion Education Services Specialist can help with this.

Leads on college students who have responded to Army direct mail offers mailed in May and June, both active and USAR, are coming into stations every day now and form a logical starting point for prospecting college students. More than four million "super grads" received mail on loan repayment and other Army opportunities. Work these.

Pick up a catalogue about the school. Probably the best way to penetrate a campus is to take a course, using some of the educational benefits which enlistment made available. A recruiter in uniform fits in as a student, but attracts attention as a soldier, which is a perfect ice-breaker.

The schedule of the academic year in a school catalogue can help a recruiter figure out when students might be most likely to consider leaving school. Dates to look for are the last day for students to withdraw and receive a refund (usually about six weeks into the semester, if the school is on that system), the last day for students to withdraw without academic penalty (often after 11 weeks in a semester system), and after the semester or quarter ends, when grades come in and next semester's tuition falls due.

In addition to learning to know the school and knowing your programs, know what tools exist to help with this market. Check your stock of money-for-college RPIs and posters. Ask your battalion APA for radio public service announcements for college radio stations or ask if they can help you with press releases to school publications. Be sure to put the address of the Army recruiting home page (www.goarmy.com) on any correspondence with college students because most schools facilitate access to the Internet for their students. The home page can form part of your sales presentation if you have access yourself.

Through school officials, like the counselor at the placement or job referral office, establish a regular time and place to be available to any student who might like to talk to you. Leave a take-one rack in a prominent place. Post a schedule of times when you'll be there, and use exhibit materials to attract attention.

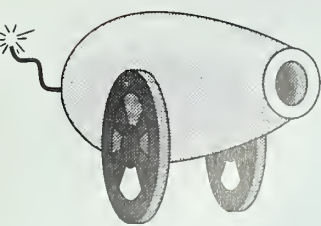
Don't pass up post-secondary schools. Make yourself visible in this marketplace; it's full of hi-grad prospects.

Be sure to put the Army recruiting home page address (www.goarmy.com) on any correspondence with college students.



New weapon system for deployment

by Marty Skulas, Soldier Family Assistance Branch



Scenario: *Once again, troops have been deployed to the Gulf. Their job is just as tough as that accomplished by those who were there in 1990-91. The job may even be tougher. There isn't the medical care soldiers were used to on their former posts. Supply lines are long, communications are sometimes jammed. Units are spread out covering large areas and although they possess*

the latest in computer technology, they still have to work hard to acquire their targets for successful mission completion. Some volunteered for the duty but most were selected for their skills and, following a brief train-up period, were sent to the front lines. The leadership skills of non-commissioned officers and their chain of command are being tested at all levels.

The troops have families who are expected to be self-reliant while the units are deployed. They are supposed to be able to know what to do to keep the family safe, healthy, and secure during the soldier's absence. Back when soldiers were deployed in 1990, many families were not prepared. This time things are different. This time soldiers and families have a new weapon system: Army Family Team Building (AFTB).

In 1992, the spouses of the senior leadership of the Army designed a program to teach family members how to be self-reliant. AFTB was structured for families on military installations to come together to learn new skills. The beauty of the program was that soldiers would learn skills during their military training (Initial Entry Training, Officer Basic Course, etc.), civilians who deployed would take courses from their Civilian Personnel Office, and family members would learn from family members.

Yes, family members attend AFTB classes taught by family member instructors. Those instructors learned from family and staff AFTB Master Trainers. What a weapon system for soldier and family readiness! Troops who are not worrying about family problems are able to do their work better and accomplish the mission. What does that have to do with troops deployed to the Gulf and USAREC?

USAREC troops have been deployed to the Gulf (of Mexico), along the Delta (Mississippi Delta, that is), south of the DMZ (Des Moines Zoo), and across this great country of ours. Their mission: to provide the strength. They cannot fail.


They are, for the most part, serving in forward positions far from military hospitals, dental clinics, commissaries, and post exchanges. Army Community Service support does not reach them nor is there a local chaplain. The troops, accompanied by their families, have no military ties except for the ties they build. But build them they do. Family support groups have operated in remote locations and now AFTB is spreading throughout USAREC.

The first USAREC Master Trainers graduated from training in March 1995 and have been spreading the good word about AFTB ever since. Almost every recruiting battalion will have an AFTB Master Trainer by the end of the fiscal year. Some will have more than one, based on the size of the battalion and the willingness of the candidates. The commanding general's goal is to have an AFTB instructor in every recruiting company. USAREC family members are learning about their Army and leadership skills from dedicated volunteers who plan and conduct classes from coast to coast.

The good news is that we're not in it alone. We have "friendlies" in our area of operation. National Guard families and USAR families also have AFTB program instructors and Master Trainers with exactly the same AFTB we have: one Army, one AFTB. Reserve Component families are encouraged to attend USAREC AFTB training and vice versa. At a recent Army/Air Force Reserve family program, USAR and USAREC planners discussed many options to provide coverage for Army families in remote locations. Mutual support is a win-win scenario for all. USAREC families near active Army posts are invited to join their classes. Army retirees and their families attend classes, too. Some recruiting battalions are even inviting DEP/DTP families to attend AFTB classes — pre-planned overlapping fields of fire for our AFTB weapon system!

DA support for AFTB comes in the form of free instruction for AFTB Master Trainers and free course materials. USAREC kicks in support by providing Nonappropriated Fund (NAF) support for AFTB incentives and reimbursement of child care for instructors. Recruiting brigades and battalions budget appropriated funds (OMA) for AFTB Master Trainers to travel to train instructors and for instructors to travel to class locations. The ultimate success story will be written by the family members who volunteer to train others in a variety of activities.

Logistical support for AFTB is a command responsibility; commanders in USAREC have the benefit of having family services coordinators (FSCs) to support family member training. The FSCs can also advise family members on how to run family support groups. The battalion FSCs even have their own 800 number so family members can call toll-free to receive information: 1-800-790-0963.

As USAREC family members develop new strategies for presenting AFTB classes throughout the command, Soldier/Family Assistance Branch will capture the successes in a book that will be duplicated and distributed to all recruiting units. Heck, we'll probably even share it with Reserve Component families in our areas in exchange for their good ideas. It sounds like there's a lot of fire power in this new weapon system to fight helplessness and build strong families capable of meeting the challenges of an assignment in USAREC. 

To get involved with AFTB in USAREC, call your family support group leader, battalion or brigade FSC, or Soldier/Family Assistance at 1-800-223-3735, ext. 6-0735.

College



and the Loan Repayment Program



by Bill Kunisch, Recruiting
Operations Education Division

Everyone knows the cost of a college education is expensive and that the yearly increase consistently exceeds the annual rate of inflation. The College Board estimates average tuition now ranges from nearly \$3,000 for public colleges to \$12,432 at private schools. To offset this rising cost and pay for a college education, more students and families are forced to seek out other types of financial aid and this has led many to borrow against their future. All this adds up to a heavier debt load for students. Some graduate with more loans than they will be able to pay back in 20 years.

Recruiters can assist these young graduates as they face the daunting task of trying to pay off loans. To be of valuable assistance they should first understand the differences in the various loans. It is also essential that recruiters be able to explain the difference between deferment and forbearance and who is eligible for which option. Any misconceptions can cause problems in marketing the Loan Repayment Program to potential recruits and may also cause new recruits to sign up under false information. This article will hopefully clarify some of the differences.

The Perkins Loan

The Perkins Loan is "campus-based" because it is administered by the financial aid administrator at each participating school. This loan is awarded by the school to both graduate and undergraduate students with financial need. The school only receives a finite amount of funds and there is a limit on how much a student can borrow. The total debt a student can have outstanding as an undergraduate is \$15,000 and

\$30,000 as a graduate. Payment on this loan begins nine months after a student graduates, leaves school, or drops below half-time. The amount repaid each month depends on the size of the debt and the length of the repayment period.

The major family of loans is the Federal Family Educational Loan Program (FFEL). The loans in this family are the Stafford Loans (subsidized and unsubsidized), Parent Loans for Undergraduate Students (PLUS), Supplemental Loans for Students, and Consolidation Loans.

The Stafford Loan

The Stafford Loan (subsidized and unsubsidized) is a low interest loan made to both graduate and undergraduate students by a lender, such as a bank, credit union, or savings and loan association. The undergraduate student may accumulate a debt of \$23,000, the graduate student \$65,500. Students qualify for the loan based on financial need. After 1 October 1992, students could obtain a Stafford Loan regardless of need. It is now possible to have a Stafford Loan partly based on need and partly not on need. This opened up loans to more individuals. A few years ago only 3 percent were unsubsidized, now almost one-third of federal student loans are unsubsidized.

A need-based Stafford Loan is "subsidized," because the federal government pays the interest while the student is in school or in deferment and therefore subsidizes or supports these loans. A non-need-based Stafford Loan is "unsubsidized," the student is responsible for the interest during in-school and deferment periods, or they can be capitalized — that is, the interest will be added to the principal part of the loan. Payment begins six months after the student graduates, leaves school, or drops below half-time. The amount repaid each month depends on the size of the debt and the length of the repayment period. The interest rate is variable, but will never exceed 8.25 percent.

The PLUS Loan

The PLUS Loan enables parents with good credit histories to borrow for each child who is enrolled at least half-time and is a dependent student. The loan is made by a lender and there is a yearly limit on the amount parents may borrow. The amount is equal to the student's cost of attendance minus any other financial aid received. There is a variable interest rate, which will never exceed 9 percent. There is no grace period on this loan, which means that interest begins to accumulate immediately and parents must begin repaying both principal and interest while the student is attending school.

Supplemental Loans for Students

The Supplemental Loans for Students (SLS) is for an independent undergraduate student or a graduate student who is enrolled at least half-time. These loans are made by a lender with interest never exceeding 9 percent. The total SLS debt an undergraduate can accumulate is \$23,000 and for a graduate, \$73,000. There is no grace period and the student must begin repaying principal and interest while still in school.

A Consolidation Loan

A Consolidation Loan is designed to help student and parent borrowers consolidate several types of FFEL student loans with various repayment schedules into one loan. These loans are available through participating lenders. If all the loans to be consolidated are subsidized, the student will receive a subsidized loan. If any loan to be consolidated is unsubsidized, then the student will receive an unsubsidized Consolidated Loan. A student can only consolidate loans that have entered repayment or are in grace period. No loans in default can be consolidated.

In the last few years, the student loan program has experienced a radical change. Now a student may borrow directly from the Federal government and receive the funds through the school. The program is named the William D. Ford Federal Direct Loan Program ("Direct Loans" for short).

There are four types of Direct Loans:

- Federal Direct Stafford/Ford Loan,
- Federal Direct Unsubsidized Stafford/Ford Loan,
- Federal Direct PLUS Loan, and
- Federal Direct Consolidation Loan.

These loans do not differ from the ones explained above. There are approximately 1,500 colleges that participate in the Direct Loan Program.

For information purposes a sample chart is provided that details the cost of some loan amounts, both the monthly payments and the interest associated with the loans. This should help recruiters better explain the LRP to potential applicants.

Recruiters should be aware


Another important item recruiters should be aware of are the terms deferment and forbearance. **Deferment** is a procedure through which the repayment of the loan principal is deferred to a later date. Interest does not accrue on the account until expiration of the account. All military deferments were eliminated for new borrowers, those who re-

ceived their first loan disbursement after 1 July 1993. All old borrowers, those who received their first loan disbursement prior to 1 July 1993, are still eligible for military deferments. Rather than recruiters making a decision on who is eligible for a military deferment, the best option is to have each applicant send the sample letter in USAREC Regulation 621-1 to the appropriate lending institutions for a decision.

If a deferment is denied, recruiters should have the applicant request a forbearance on the loan. **Forbearance** is a procedure by which the lending institution refrains from collecting on the loan. Interest will accrue on the account, but the individual does not pay the interest until expiration of the forbearance. If the applicant cannot obtain a deferment or forbearance, then he must maintain the loan in good standing and not allow the loan to go into default prior to being shipped or before the loan is paid off in full. The applicant must ensure that any payments go toward interest only.

Recruiters should also inform applicants that all LRP payments are subject to Federal and State taxes. A person with \$55,000 in loans will receive over \$18,000 in three annual payments. A person must be ready to pay the taxes on this amount each year.

Repayment of college loans will lift a great financial burden off of an individual, which will help him begin the rest of his life with a clean slate. Though enticing, recruiters have not been able to sell many individuals on the benefits of this option. One of the best places to promote the LRP is at the college financial aid office. The financial aid officers are eager to see students pay off their loans without too much difficulty, and they are also willing to work with recruiters. Some financial aid officers have provided information on LRP to out-processing and graduating students and others have allowed recruiters to become a part of their out-processing counseling.

Any information that recruiters are able to provide financial aid officers will be of value to them and their students and should pay dividends to the recruiting force. 

Typical Payments for a Standard Repayment Plan

Loan Amount	# of Monthly PaymL	6%		7%		8%		9%	
		Monthly PaymL	Total Interest	Monthly PaymL	Total Interest	Monthly PaymL	Total Interest	Monthly PaymL	Total Interest
\$1,000	18	\$58	\$48	\$59	\$56	\$59	\$65	\$60	\$73
2,000	36	61	190	62	223	63	256	64	290
3,000	72	50	580	51	683	53	787	54	894
4,000	108	48	1,186	50	1,403	52	1,624	54	1,851
6,000	120	67	1,993	70	2,360	73	2,736	76	3,121
8,000	120	89	2,658	93	3,146	97	3,647	101	4,161
10,000	120	111	3,322	116	3,933	121	4,559	127	5,201
20,000	120	222	6,645	232	7,866	243	9,119	253	10,402
30,000	120	333	9,967	348	11,799	364	13,678	380	15,603
40,000	120	444	13,290	464	15,732	485	18,237	507	20,804
50,000	120	555	16,612	581	19,665	607	22,797	633	26,005

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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BUSINESS REPLY MAIL

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Commander
U.S. Army Recruiting Command
ATTN RCCS (Chief of Staff)
1307 3rd Avenue
Fort Knox Kentucky 40121 2726



Fold here first

Where do they come from?

—Leads and the cc:Mail system

by CPT Kevin O'Neill, USAREC Direct Mail Manager

Have you ever stopped to wonder how a name gets to you from an advertising source? Leads come to the recruiter from a number of different sources. Three of those sources are our toll-free (800) numbers, direct mail, and the USAREC World Wide Web Home Page.

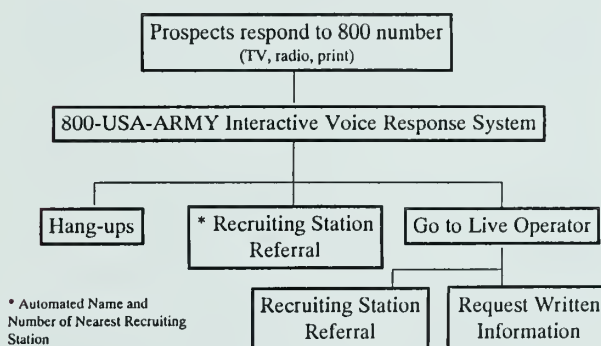
Leads from the toll-free 800 number come from television ads, radio ads, print ads and direct response television ads (DRTV). DRTV ads are different from other television ads: They display an 800 number prominently and longer than traditional TV ads. Additionally, these ads specifically ask the viewer to respond by calling an 800 number for additional information. (Each DRTV 800 number is keyed to a specific market.)

A question that is often asked is: If DRTV is designed to provide more leads than traditional television advertising, why use traditional television ads at all? It may be helpful to think of advertising as a combined arms effort. Traditional advertising preps the "recruiting battlefield" by establishing the Army's name and identity in the mind of our prospects and their influencers. It helps the American public see the Army as a place that one can "Be All You Can Be." The Direct Response Television ads have a different function: generating leads. Like the infantry, these ads capitalize on the work done by traditional advertising. The ground they take and hold is in the form of hard leads that recruiters can convert to future contracts. To be successful, USAREC

needs both identity building and lead generating advertising.

The following diagram depicts the life of a lead from that phone call to an 1-800 number through the lead card arriving at the recruiting station.

Telemarketing and the Leads System

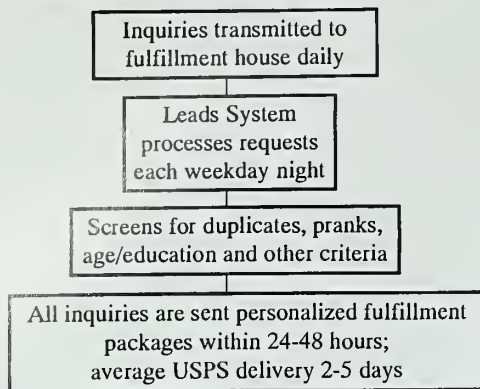


Leads come from other sources as well, such as direct mail and the USAREC's World Wide Web Home Page. The prospects who respond to these advertisements do not go through the Interactive Voice Response System and the lead flow is slightly different.

Direct mail generated leads enter the Leads System through the US mail in the form of business reply cards (BRCs). These BRCs are mailed in by prospects who either received a direct mail offer directly from USAREC, a mailing from the Joint Recruiting Program, or a pass-along "buddy card." A buddy card is an additional BRC provided in each mailing to be passed along to a "friend who may be interested."

Many of USAREC's direct mail offers include a free gift called a premium. The premium is an inexpensive giveaway (under \$3.00 each) that helps boost response rates. Each premium bears the Army or Army Reserve name and markings. The fact that the prospect is interested in owning something that displays the Army markings indicates that he or she may be open to the Army

Leads System Processing



message. Many contracts have been written on individuals who responded to the direct mail offer solely to get the premium.

Direct mail generated leads are processed through the fulfillment center in Philadelphia and forwarded to recruiting stations in the same manner as 1-800 number leads. The fulfillment center is a civilian company that is contracted by the Army's advertising agency. They track the inquiries from interested prospects and send them additional information about Army opportunities. This information is forwarded within the same time-frame as 1-800 number fulfillment materials with the exception of premiums. Premiums are mailed to prospects within four to six weeks in order to take advantage of bulk mailing discounted postal rates.

Internet leads differ from the other two lead sources discussed above. These individuals found the Army web site and requested information on Army opportunities by filling out an on-line questionnaire. The electronic questionnaire is forwarded by USAREC's computer to the fulfillment center and once again follows the leads flow to the recruiting station.

Special Note Concerning cc:Mail Leads: *Since early May, recruiting stations have been receiving leads via cc:Mail. The information received on the electronic format is identical to the more familiar Leads Management Card brought to the station's door by the mail carrier. The only difference is that the recruiter will get the lead in 72 hours or less from the time it is received at the Leads Center rather than the three to seven days it takes to deliver by the traditional method.*

Nearly 100,000 leads have been forwarded through the cc:Mail system to date based on zip code assignments taken from the Command Integrated Management System (CIMS) database. Less than 300 have been returned as undeliverable. All undeliverable leads are returned to the Advertising and Public Affairs Directorate where an effort is made to determine why the lead was undeliverable. The lead is then forwarded to the station's battalion along with a request to correct the problem that prevented delivery directly to the station. So far, the majority of the delivery problems have been to stations that do not have a mail box under their current RSID on the cc:Mail system.

Some leads are misdirected by the cc:Mail system because the zip code/Recruiting Station ID assignment was incorrect. Brigade headquarters are responsible for ensuring that these zip code assignments are updated as necessary. Recruiting station commanders receive monthly zip code/RSID assignment reports. It is extremely important for these recruiting station commanders to closely monitor these reports and to notify their chain of command if discrepancies exist.

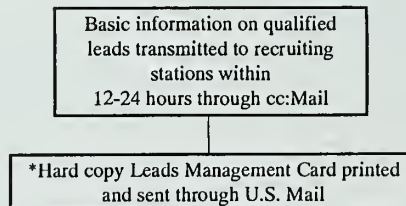
If recruiting station commanders and the brigade headquarters are unable to make lasting corrections to the RSID/zip code assignments in the CIMS database, the Chief of Direct Marketing should be notified.

On Sept. 30, it will become even more critical for every station to have a cc:Mail box and correct zip code/RSID assignment, address, and phone number in CIMS. After that date, the old LEADS Management Cards will no longer be sent as backup to the electronic system. All advertising leads for the general market will be distributed to recruiting stations via cc:Mail.

The Advertising and Public Affairs Directorate and the Health Services Directorate are working to resolve technical problems that are preventing the cc:Mail distribution of AMEDD leads. Until these issues are resolved leads will continue to be delivered through the US mail system. Some health care recruiting teams may begin to see electronic leads arriving in the next few weeks. All

Leads Distribution

With the introduction of the electronic transfer of prospect names from the Leads System, the following procedures are in place:



* Leads Cards will no longer be sent out after 1 Oct 96 for the general market. Leads will be transmitted via cc:Mail only.

teams are expected to be receiving electronic leads early in FY 97.

Watch this column for future discussions on other direct marketing related issues. If you have questions or concerns that you would like addressed in this column please provide them to:

CPT Kevin O'Neill
Chief, Direct Marketing
Advertising and Public Affairs
1307 Third Avenue
Fort Knox, Ky. 40121

CPT O'Neill can be reached at 1-800-223-3735, ext. 6-0147 or DSN 536-0147; e-mail to O'NeillK@usarec.army.mil



The newest computer *plague*

by John Teegarden, USAREC Information Systems Security Manager

Macro viruses are a new type virus that use an application's own macro programming language to distribute themselves in documents. A macro is actual "command script" inserted in a data file. Many software programs provide macro support that permits creating a file (macro) to carry out a sequence of program functions automatically rather than typing them over again. Many programs, with macro support, allow their macros to access a substantial range of functions, such as opening, manipulating, and closing files or even issuing direct operating system commands.

Some programs support macros, generally identified by predefined names, which automatically implement when a file is loaded or even when the system is started. The destructive capabilities of a macro virus are limited only by the software in which they are generated and the programmer's abilities. In theory, it is possible to develop a macro virus with any program that utilizes macros though MS Word 6.0 and its documents are currently the primary target.

Microsoft Word 6.0 Macro Viruses

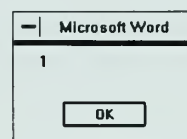
Word macro viruses exploit conveniences built into the Microsoft Word 6.0 platform which allows them to spread in any operating system (Windows 3.x, Windows NT, Windows 95, or Macintosh) which uses Microsoft Word 6.0.

Word macro viruses are becoming an increasingly persistent problem for Recruiting Command. They can and are being transmitted in documents as attachments in cc:Mail. Though the Command has discovered numerous macro infections, to date, Concept is the only macro infection experienced.

Concept is also known as WW6Macro and Prank Macro. It has earned the distinction of being the fastest spreading computer virus in history. The Concept virus is actually a set

of viral WordBasic macros, one of which is automatically invoked by Word when an infected document is opened. Concept infects the Word environment by copying its macros into the global macro environment to "establish residency." It is automatically invoked by Word when a document is saved thus allowing the virus to replicate itself into previously clean files when they are saved. When Word exits, it automatically saves any changes to its global environment. This means that the viral macros will automatically be resident and active during future Word sessions.

The Concept virus provides an obvious giveaway of its initial infection. When an infected document is loaded the following dialogue box "pops up."



This giveaway only applies only to Concept and one should not expect other macro viruses to announce their presence.

Though Concept is quite easy to detect and carries no destructive payload, it is a nuisance and it does expend resources to eradicate and protect the system against future or other macro infections. In addition, if a system can be infected with the Concept virus its vulnerability to more destructive macro viruses is proven.

Several of the following Microsoft Word macro viruses do have destructive capabilities.

DMV is probably the first Word macro virus to have been ever written. It is a test macro virus written and published in December of 1994. Although the author's intention may have been to instruct and advise, his paper has been posted on major Internet newsgroups and bulletin board services and has been used as a tutorial for writing some of the first macro viruses. Malicious suggestions and replication code found in the paper were implemented in the Nuclear macro virus.

Nuclear was first spotted on a FTP site in Internet attached to a document which described the Concept macro virus. Nuclear contains several potentially destructive and irritating routines. It monitors the computer's date/time clock and attempts to install a binary virus on the system between 5:00 and 5:59 p.m. on any day. On April 5 of any year, it attempts to delete the computer's system files IO.SYS, MSDOS.SYS and COMMAND.COM. When an infected Word document is printed or faxed during the last four seconds of any minute (if the time in seconds is 56, 57, 58 or 59) the virus adds the following two lines:

"And finally I would like to say:

"Stop all French nuclear testing in the Pacific!"

Colors stores a counter in the [windows] section of WIN.INI file as "countersu." When the counter reaches 299 and each 300th time thereafter (i.e., 299, 599, 899 and so on) the virus triggers. Random values are set for the system's color settings (text, background, buttons, borders, etc.) and stored in the WIN.INI. The next time the user starts Win-

dows, the system's colors are altered and the user puzzled by the most unusual and weird color palette.

Hot deliberately destroys data. Upon initial infection, the virus adds an entry to the WINWORD6.INI file. The virus stays dormant for the first 14 days; after that, the virus will trigger on a date based upon some other calculations. When the virus triggers, it deletes all information in the document as it is opened.

FormatC macro is not truly a virus, but a Trojan Horse. It cannot and will not replicate. Although simplistic in nature, it can wreak great havoc on an unprotected system. When FormatC triggers, it runs an unconditional format on your C drive, in a minimized DOS box.

Wazzu rearranges up to three words each time an infected document is opened. It may also insert the word "Wazzu" in a document. Other documents will become infected upon opening.

Infezione deletes all document and global macros named AutoClose, presumably because Microsoft's antidote to the Concept virus resides in a macro by this name. Infected documents and templates will have a single macro named AutoOpen.

Imposter is based on DMV and has no payload or trigger event. A message box entitled DMV is displayed when the global template is first infected.

Irish can turn the Windows desktop colors green and attempts to set the screen saver to Marquee with the message "Happy Saint Patties Day ... CDJ 1995." The screen saver portion of the payload does not function well under Windows 95.

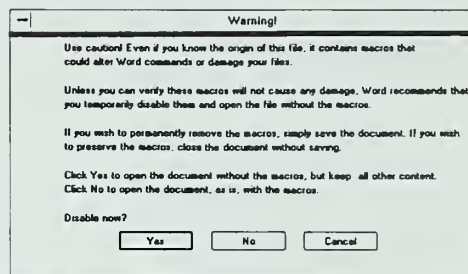
Atom checks the system's date/time clock. If the current date is December 13, the virus deletes all files in the current directory. If the seconds of the current time are equal to 13 at the time of infection, the virus encrypts the document being saved with the password ATOM#1.

Xenixos contains several payloads and only works correctly with German version of Word. Under English Word it does infect NORMAL.DOT but cannot execute the macro's payload because some of them are German menu macros.

Prevention

Currently the best prevention against Word macro viruses is a tool, scanprot.dot, developed by Microsoft Corporation. The scanprot.dot file is a template which sets up protection macros on the user's system. It is installed using Word's File, Open, Document Templates (*.dot) commands to open the scanprot.dot file. Installation is automatic and prompts for required additional input. The protective macros are installed into the user's Normal template and detect suspicious macros in Word files. If the user opens a document containing macros, the protective macros are activated and the user is alerted to the potential risk of opening files containing macros. The user is given the choice of opening the file without executing the macros, opening the file as is, or canceling the file open operation. Opening the file without macros ensures that macro viruses are not transmitted and does not affect the content of the document. Unless the user can verify that the

macros contained in the document will not cause damage it is recommended that the macros are disabled by selecting "Yes".



Choosing "Yes" opens the file without the macros and users are protected against macro viruses. A new document containing all of the document's content but none of its macros is created. The user can choose to save this new document with the same name as the original (thus overwriting the original and permanently removing the macros), or they can close the new document without saving, to preserve the macros.

Scanprot.dot works by trapping File Open operations. There are some methods of opening files that the tool cannot trap. If a user opens an infected document using one of these techniques, they will not be protected. The following methods should not be used to open files unless the user is certain that the document is virus free.

- Selecting an item from the Most Recently Used files list on the File menu.
- Dragging a document and dropping it on the Word application window.
- In the version for Windows 95 or Windows NT, double-clicking on desktop scraps.
- In the version of Word 6.0 for Windows or Windows NT, opening files through Find File.

Unfortunately, computer viruses do exist and will continue to pose a long term threat to our systems. New and variations of existing viruses are constantly being discovered "in the wild" and anti-virus product developers consistently update their products to combat these new threats. New threats and products dictate appropriate procedures be followed whenever anyone suspects or discovers an actual virus to ensure proper detection, eradication, and prevention. Whenever a suspected or actual virus is discovered the individual should cease operations immediately and notify their Terminal Area Security Officer (TASO). The TASO, in turn, notifies their Information Systems Security Officer (ISSO) and the Information Systems Security Manager (ISSM) at 1-800-223-3735, extension 6-0027. The ISSM provides, as required, new information and/or products to detect and eradicate the particular virus and prevent its reoccurrence. The ISSM determines if this is an isolated or command threat and provides any notification as required. Once the virus is eradicated the TASO completes and submits a virus report to the ISSM. Detailed virus procedures are included in USAREC Pam 380-5, Information Systems Security Handbook, Appendix G, Viruses, located in the Recruiting Station Administration Update.

Mission Procedures

by LTC Thomas L. Snyder, PAE Mission Division

Any mention of mission is certain to generate a lively discussion among recruiters. Some of the most frequently asked questions address where the mission originates and how it is distributed to the field. The following description of USAREC missioning procedures will answer these questions and others. In the final analysis, missioning procedures are designed to meet one objective, to ensure the Active Army and Army Reserve requirements for annual enlistments are met.

Annual missions are developed at HQDA. The office of the Deputy Chief of Staff for Personnel (ODCSPER) is responsible for the RA mission while the office of the Chief, Army Reserve (OCAR), designs the USAR mission. Even though the missions are developed by different offices at HQDA, the objectives are the same, provide quality enlistees to meet strength requirements. The ODCSPER and OCAR carefully analyze requirements and several variables such as force structure, endstrength, retention and loss rates, time of service, and available budget in determining annual accession requirements.

HQDA specifies the monthly accession requirements, quality marks, gender mix, the number of prior service accessions, and critical military occupational specialties (MOS) prior to formally assigning the mission to USAREC. These specifications are used to write the formal annual mission letter from the DCSPER of the Army to the commanding general of USAREC. During this planning process, coordination between HQDA and USAREC is close and continuous. The annual mission letter formalizes the coordination and analyses conducted by the two headquarters.

Mission Division, Program Analysis and Evaluation (PAE) Directorate, converts the annual RA and USAR accession missions into the command's annual contract plan. The contract mission is an internal control designed to ensure availability of sufficient contracted applicants to meet the Army's annual and monthly accession requirements. Since the RA and USAR procedures are different, I will address them separately, first RA and then USAR.

RA missioning

In developing the RA contract mission, PAE considers the monthly and annual RA accession requirements, the size of the entry and exit Delayed Entry Program (DEP) pool, productivity, and available resources. Each year's contract planning depends on accession missions for three years: previous, subsequent, and the year being planned. For planning purposes, PAE assumes an entry DEP that is 35 percent of the year's accession mission, and an exit DEP that is 35 percent of the following year's accession. The yearly contract planning mission is then broken into quarterly increments using historical performance as a guide. Quarterly allocations are 26 percent to first quarter,

27 percent to second, 22 percent to third, and 25 percent to fourth quarter. Performance is monitored throughout the year and the quarterly contract numbers can be adjusted, as appropriate. The annual USAR mission is developed using the same general methodology.

A USAR enlistment is an accession for the Army Reserve, once an applicant enlists, he or she becomes a drilling member of the unit. Therefore, since USAR enlistments are immediate rather than delayed, there is no DEP. However, the contract mission is broken into quarterly increments based upon historical production and emerging trends. The quarterly planning distributions are 25 percent, 27 percent, 23 percent, and 25 percent for the first through fourth quarters. As with the RA contract mission, performance is monitored throughout the year so that adjustments can be made, if necessary. The RA and USAR contract missions are distributed to the brigades quarterly using several models.

RA missions are distributed to each brigade on a quarterly basis. PAE develops recommended battalion missions and the brigade mission using the Command Level Mission Model (CLEMM). CLEMM is a forecasting tool that evaluates each battalion's market potential in the three mission categories [Graduate Category A (GA), Senior (SR), and Other (OTH)]. The model uses forecasting techniques that analyze variables such as population, unemployment, and DoD competition to estimate market potential. These estimates form the basis for several options, each with an accompanying risk assessment, that are presented to the commanding general for decision. The chosen option is dispatched to each of the brigades. Each brigade, in turn, conducts its own analysis and submits a preferred course of action through PAE to the deputy commanding general for decision. This decision approves the battalion quarterly contract mission.

USAR missioning

The USAR mission model distributes the contract mission using a different methodology and variables. It is a weighted model that uses three variables. These variables use a 52-week moving average, military available population, and the most recent two years of production data. The variables are weighted 60 percent, 20 percent, and 20 percent, respectively, hence the name 60-20-20. As with the RA contract mission, the commanding general chooses a mission proposal from several alternatives, then it is sent to the brigades for analysis, and the DCG approves the quarterly battalion missions.

The missioning procedures are designed to ensure the Active Army and Army Reserve accession requirements are met each year. CLEMM, the USAR 60-20-20 model, and other analyses are tools used by the command to develop and distribute the contract mission where potential for success is the highest. Missioning provides the means to ensure the command's success and assign each battalion its equitable share of the contract requirements.

Parking Lot Survival

by Mickey Gaddis, USAREC Safety Officer

It had been a beautiful sunny day. Two recruiters, SFC Monday and SGT Tuesday, had each dropped off applicants at the MEPS. It been a long day for SGT Tuesday who seemed like he had been driving all day and had been up for over 16 hours straight. At approximately 9:30 p.m. both applicants finished at the MEPS and SFC Monday and SGT Tuesday were very anxious to get home to their families. The applicant of SFC Monday got into his GOV and they proceeded to back out and exit the MEPS parking lot. As SFC Monday was driving out of the parking lot he heard somebody yell, "Stop!" and at that time heard a loud bang. SGT Tuesday had backed his GOV into SFC Monday's GOV as he was backing out of his parking space. Both drivers and the applicants were wearing their seat belts. The repair cost for the GOVs was \$2,204.74. The primary causes for this accident were fatigue and inattention.

Remedial driver's training is required if an operator of a GOV directly contributes to an accident (per USAREC Reg 385-2 and USAREC 56-1). The commander will ensure that the driver receives the training within 30 days of the incident. Remedial driver's training is intended to instruct personnel who have been identified as needing improvement in driving performance. Remedial driver's training does not constitute fault.

It may be hard to believe that one recruiter could back into another recruiter in the MEPS parking lot but this accident really happened. Drivers blindly backing out of parking spaces is a common source of parking lot accidents. Parking lots can be like built-in traffic jams. They may look boring from a distance but be menacing when you're in them. Whether you park in an open-air lot or a multilevel parking structure, here's some advice on getting to and from your parking space safely.

Arriving

When turning into the lot, give the proper signal, slow down and watch out for pedestrians who may be hidden by a gate, booth, shrubbery, or other cars. When parking your POV in a parking structure, turn on your headlights until you're in the parking space. As for recruiters driving in GOVs, your headlights should already be on IAW CG Memo, dated 1 April 1996, Use of Headlights Policy for Government Owned Vehicles. Stick to the speed limit posted in the lot or structure. It may seem slow compared to the speed limit of the outside streets, but the concentration of parked cars, traffic, and pedestrians necessitates it. Also, be prepared to stop at any moment, especially in bad weather. If there are puddles on the pavement, go slowly enough so as not to splash pedestrians and other vehicles.



If you have a choice, park as close to the guard, attendant, or entrance of the lot or structure as possible. Park only in

a space authorized for your vehicle, taking care not to overlap into a second space. And watch out when you open your door; another car may be parking next to you at that moment. Lock all your doors and either place valuables in the trunk or take them with you. Be aware of any suspicious looking strangers or activities to report when you go to your office.

Leaving

Have your keys ready before you reach your vehicle and check the back seat before you open the door. As recruiters, you usually have to work late and weekends, so be extra careful when walking to your vehicle. Make sure you have your headlights on and look both ways before you back out of your parking space. Come to a full stop before pulling out into street traffic, unless, of course a traffic light or policeman directs otherwise. As always, signal which way you'll be turning so the person behind you knows what to expect.

Remember that most people in a parking lot are thinking more about getting to work or getting home than about what's going on around them, so be extra cautious — both for their safety and for your own.

Improving Your Parking Lot Skills

- Expect the unexpected.
- Drive slowly.
- Be aware of vehicles unexpectedly exiting spaces.
- Look for tell tale brake and back-up lights.
- Sound your horn if a driver doesn't see you.
- Check your rearview mirror when backing out of a parking space to avoid being hit from the behind.
- Parking in spaces that can be driven into and out of are safer since no backing is required.
- Back out of a space slowly.
- Center your car in the parking space.
- Write down the level, row, and space where your vehicle is parked. There is nothing worse than coming outside and forgetting where you parked.

Keep these parking lot tips in mind, whether you're in the station, company, battalion, or even the local market parking lot. Remember, just because you are off the road, you're not necessary out of danger — parking lots can be hazardous, too.

Recruiting in colleges, junior colleges, and vo-techs

The end of summer reminds us that post secondary schools will soon be in full swing. The cost of continuing education is rising much faster than the inflation rate of the general economy. This time of year brings this fact back into focus, as students begin paying for tuition, books, fees, and for many, room and board. This is the perfect time to prospect in the post secondary school market presenting the Army Reserve's educational benefits prominently in the sales message. These educational benefits include:

The Montgomery GI Bill can provide up to \$197 per month for a full time student. The Army Reserve education benefits may be able to help the new reservist to repay Perkins, Stafford or other qualifying student loans up to \$20,000 under the Student Loan Repayment Program (SLRP).

The Specialized Training for Army Reserve Readiness (STARR) pays for the new reservist's education in particular medical fields up to \$6,000 per academic year for two years.

The Concurrent Admissions Program (CONAP) permits college enrollment at the time of enlistment/accession. In addition to benefits such as convenience, this program gives a degree of confidence that the new reservist will continue with their education after Initial Active Duty for Training (IADT).

The Simultaneous Membership Program (SMP) permits a member of a college level Reserve Officers' Training Corp (ROTC) program to simultaneously be assigned to a Troop Program Unit (TPU) and receive a monthly stipend during their junior and senior years of college. Additionally, some states will charge "in state" tuition rates for "out of state" students who are members of the Army Reserve.

The vocational technical schools have historically been underused, but remain a rich market for reserve recruiters using the Army Civilian Acquired Skills Program (ACASP). To complement these benefits, recruiters have a

wide variety of recruiting assets available to them. Within the recruiting battalion, the recruiter can call upon the services of the company or battalion commander, Advertising and Public Affairs, the ESS, or the company commander to assist in opening up a college or vo-tech to recruiters. In addition, the following assets could be used to establish or maintain rapport, provide visibility, or acquire leads:

The Professor of Military Science (PMS) should be the recruiter's first contact in colleges with an ROTC program. As a member of the faculty, the PMS should be able to provide the recruiter with helpful information about institutional policy and available assets. The PMS should also be able to introduce the recruiter to students and faculty who can assist in the recruiting effort.

Recruiting Support Battalion (RSB) at Ft. Knox has capabilities to support recruiters. Don't overlook this valuable tool when operating in the post secondary school market.

Total Army Involvement in Recruiting (TAIR) is a program to support events that produce leads as a primary goal and secondarily promote Army awareness. A TAIR event can range from a War College student speaking to a high school or college history class to a 63B light wheel vehicle mechanic speaking to a auto mechanic class at the local vo-tech school.

The Active Duty Special Work program (ADSW) is used to bring USAR soldiers on active duty in support of local recruiting events. This program can be used to bring on active duty members of the USAR to show and tell with local high schools, colleges, and vo-techs in support of the needs in local reserve units.

Student Delayed Training Program (DTP) members in college can be an excellent source of referrals. Referrals from DTP members should be requested often and aggressively followed up. The DTPs in educational institutions can be

effective and productive ambassadors.

TPU members who are students or faculty can also be an important recruiting asset. These USAR members are operating in and interacting with an important segment of your market. They can portray a positive image, give referrals, and add credibility to the recruiters sales message.

The educational institution's veterans' representative understands the importance of military education benefits and can explain them to potential applicants and centers of influence. This makes the veterans' representative a great source of referrals, particularly prior service students.

Campus media outlets can be used to get the USAR message out through paid advertising when available, articles on, or interviews with student or faculty members in the USAR or with recruiting personnel explaining the broad range of benefits available through the Army Reserve.

Face-to-face prospecting is an important element of your plan to penetrate the post secondary school market. This includes, but is not limited to, eating lunch on campus, attending sporting events, holding table days, attending job fairs, and establishing and maintaining take-one literature racks in high traffic areas.

To maximize the effectiveness of time spent on post secondary school recruiting, the recruiter must maintain a school folder and annotate the planning guide in sufficient detail. Although the lead sources may be different, the types of prospecting remain the same.

Telephone prospecting will be done from past LRLs, stop-out lists, and student directories. Face-to-face prospecting on campus and around student gathering places should be used.

Referrals will continue to be our most efficient lead source. Referrals should be aggressively sought from anyone we come in contact with. To expand our access to quality contracts, there must be a renewed emphasis in this market.



Jaumaka Lyons (right) was one of a handful of runners who accompanied the Olympic torch through Shelbyville, Tenn., June 28. The Murfreesboro man left for Army basic training July 3. His recruiter was SSG Synthia Dix, Murfreesboro Station.

Soon-to-be soldier carries Olympic torch in Tennessee

Story and photo by Lee Elder, Nashville Battalion A&PA

■ Days before he carried on a long-standing family tradition of military service, a Murfreesboro man briefly bore the Olympic torch as it went through middle Tennessee.

Jaumaka Lyons, 18, was among those carrying the torch through

Shelbyville, Tenn., Friday, June 28. The run came just five days before the 1996 Riverdale High School graduate left for Army basic training at Fort Jackson, S.C.

"It was exciting," Lyons said of the historic run. "I could hardly wait.

"I was happy to be able to do it, so I can look back on it in the future."

Also in the future is a four-year stint in the Army. After finishing basic training, Lyons will report to the Army's Signal School at Fort Gordon, Ga., where he will be trained as a radio and communications security repairer.

The chance to gain working experience was a key factor in

Lyons' decision to join.

"I had the grades to go to college, but I wanted to get some hands-on experience," Lyons said. "Basically, I was trying to get a headstart."

Besides training and life experience, Lyons will also receive \$30,000 for college under the Army College Fund.

Along with the benefits of Army service, Lyons said he had another reason for joining — family tradition. His father, Forrest Prater, is an Army veteran, while his great-grandfather, Frank Price, fought in World War II.

Lyons' recruiter, SSG Synthia Dix, who is assigned to the Murfreesboro Recruiting Station, said Lyons is a "shining example" of the highly qualified young people who enlist in today's Army.

"Jaumaka excelled academically and athletically in high school," Dix said. "He is a well-rounded individual who will excel in whatever endeavor he chooses. Fortunately, for both him and the service, he chose the Army."

Lyons' achievements in the classroom and as a member of his high school track team were key factors in helping him get the chance to carry the torch as it headed to Atlanta. He excelled in the 400- and 800-meter run as well as the 100-meter hurdles.

These accomplishments prompted one of Lyons' coaches to suggest he apply to carry the torch. Lyons wrote a 50-word essay on why he wanted to run in the event, and he was selected.

"It really surprised me," Lyons said of his selection. "A lot of people were trying to do this, and I just couldn't imagine actually being chosen."

Educators take a look at Army careers

Story and photo by Robert W. Hauer, Education Services, Dallas Battalion

■ Twenty-seven high school and college administrators and counselors from Texas toured the Military District of Washington, Aberdeen Proving Grounds, and the Pentagon recently.

At the Military District of Washington, they saw the Old Guard Caisson Platoon prepare for a funeral; received a briefing from the Army Band; dined with soldiers from various units in an MDW dining facility, witnessed a formal Wreath Laying Ceremony, where the President of the Republic of Cyprus laid a wreath at the Tomb of the Unknowns; and visited the Rader Health Clinic.

At the Rader Clinic, the soldiers stressed the marketability of their Army acquired skills in the civilian sector and the importance of education to their promotion opportunities in the Army.

At Aberdeen Proving Grounds, Md., the group saw soldiers training to repair engines, generators, weapons, and electronic systems for virtually every Armor and Artillery system and vehicle in the Army inventory. The group walked through an AIT student barracks and saw how students live during training. They also talked to a drill sergeant about soldier discipline and morale. At Downer Hall, the Army's largest indoor training facility, LTC Martin Utzig, Commander, 143d Ordnance Battalion, divided them into smaller groups to allow them to climb aboard the Abrams M1A1 Tank,

Bradley Infantry Fighting Vehicle, HMMV and heavy trucks, and talked with soldiers and instructors.

On the last morning, the group visited the Pentagon and received a briefing on the composition of the Armed Forces. While passing through the Marshall Corridor, the Army Chief of Staff walked by, coffee cup in hand. The group escort was momentarily torn between coming to attention or continuing the walking narration! At the conclusion of the Pentagon tour, each participant was made an "Honorary Army Recruiter" and presented a certificate. As a condition of being an Army recruiter, each educator was "missioned" with enlisting one senior male and one female Alpha during school year 1996-97.

"I will be able to explain to our students the importance of serving our country, plus the education and discipline acquired during Army service," said Neva Jackson, counselor, Donna (Texas) High School.

"I have a whole new image of the

US Army," Joe Ripple, Principal, Cleburne (Texas) High School said.

"It was most informative and will be referred to often in talking to students about career options. My thanks to the Army," said Neva Wyatt, counselor, Richland High School, North Richland Hills, Texas.

"This experience enlightened me on the opportunities of the modern Army. I can now see why it is increasingly more difficult to qualify for the Armed Services. I can now converse with our students from first-hand knowledge. Thanks for the learning experience," said Bill Chapman, Principal, Ennis (Texas) High School.

Educators left with a better idea about what the Army does. They were invited not as a reward for past cooperation and support, but as an opportunity to become better informed and to realize that the Army is a viable option as an employer and provider of education financial aid. The Army sells itself.



Dr. Roger Rutherford, Assistant Superintendent, Denton (Texas) Independent School District talks to AIT students.



SGT Douglas Mitchell, Durham Station, and SGT Anthony Rockett, Burlington Station, tell the Army story to student athletes during a break in the North Carolina state high school basketball games.

Recruiters deliver the gold at North Carolina State University

Story and photos by Dianna Phillips, Raleigh Battalion A&PA

As hundreds of athletes in search of "gold" converged on North Carolina State University, local Army recruiters were there to help them find it.

Armed with RPIs, giveaways, and a wealth of information, recruiters from Raleigh, Cary, Durham and Burlington (NC) set up shop at the North Carolina high school basketball finals.

SGT Douglas Mitchell, Durham, talked to many student athletes as they passed the Army display.

"Everyone who stopped by seemed genuinely interested," Mitchell said. "They took RPIs

with them and I expect to hear from them soon."

In addition to canvassing the basketball games, the battalion color guard, featuring SFC Donald Sinacori, SFC Danny Ellis, SFC Bickford, SSG Andre Brown, SSG Alvin Chestnut, and SSG Danny Cook were an instrumental part of the Opening Ceremony.

A la the Olympic Games, the color guard led the parade of more than 5,000 athletes into NCSU's Paul Derr Track.

"Now that's impressive," exclaimed one of more than 1,000 attendees, which included Raleigh Mayor Tom Fetzter and WRAL-TV 5 anchorwoman, Pam Saulsby.

The Opening Ceremony was followed by two days of intense competition culminating with the medal presentations on Sunday, 30 June.

In his last official public appearance as battalion commander, LTC Kenneth L. Eubanks, assisted by SSG Jonathan Parker, Raleigh Main, awarded Gold and Silver Medals to Dudley (Greensboro)

and Seventy-First (Fayetteville) high schools, respectively.

Perhaps the highlight of the awards ceremony was the appearance of two-time Olympic Gold Medalist and NCSU women's basketball head coach, Kay Yow.

"I am very impressed with these young athletes," she said, "They have worked very hard to get here. They are shining examples of our future."

Hoggard (Wilmington) and Northern Nash (Rocky Mount) high schools won the gold and silver, respectively, in the girls division.



SGT Willie McClendon, a member of the 3d Infantry Old Guard Drill team, visits with high school students following a performance at Eisenhower High School, New Berlin, Wis. The drill team performed for more than 1,600 students in Wisconsin as part of a 3d Brigade TAIR tour. (Photo by Pat Grobschmidt)

Columbus Battalion finds unique DEP soldiers

Story and photo by Brian Lepley, Columbus Battalion A&PA

■ Columbus Battalion recruiters find prospects come in all shapes, occupations, and ages.

Catherine Jeremiah along with Mr. and Mrs. Steve Hodge are unique among the battalion's mostly teenage male DEP population.

Steve Hodge, a Zanesville, Ohio, native, is a defensive/offensive lineman for the St. Louis Stampede in the Arena Football League. He and his wife, Burgandy, turned to the Zanesville Recruiting Station to talk about their

future.

"Playing football has been all I've done since I was a kid but I'm obviously not going into the NFL," Steve said. "We were looking for what we're going to do with the rest of our lives."

The Arena Football season runs from May to September. The couple enlisted April 3; Burgandy as a 71L, Steve as an 88M, and then Steve reported to St. Louis for his second season. Burgandy ships from St. Louis Battalion Sept. 23; Steve follows the next day. Both will attend basic training at Fort Jackson, S.C. The couple got guaranteed assignments to Fort Polk, La., after AIT.

The Hodges met at Colorado State University where Steve was on scholarship. In another Central Ohio connection, former Ohio State University coach Earle Bruce was Steve's coach at CSU and in St. Louis.

Catherine Jeremiah was a French teacher at Colonel Crawford High School near Bucyrus, Ohio. SFC Thomas Nagy asked her for permission to make a presentation. While pitching to the students, Nagy convinced the teacher to join the Army as a linguist.

"I had felt it was time for a change in my life," the 30-year old said. "I thought to myself, 'Hey, this sounds pretty good' when he was talking to the students."

Becoming a soldier was a matter of self-development for the Cleveland native.

"Learning another language will be a big plus for me in the future," Jeremiah said. "I also qualified for the college fund so I can get a master's degree."

She does not rule out the Army as a career and plans to look into Officer Candidate School after Advanced Individual Training at the Defense Language Institute in California.



Bucyrus (Ohio) recruiter SFC Thomas Nagy, center, and DEP soldier Catherine Jeremiah, right, are interviewed by *Galion Inquirer* reporter Jon Weithman.

The Test

1. What is the requirement for senior contacts by 30 September?

- a. 20 percent
- b. 30 percent
- c. 25 percent
- d. 35 percent

2. Salesmen fail to sell themselves. Nobody wants to buy from someone they don't trust or don't like. What is the corrective action?

- a. Develop confidence in your product and yourself
- b. Listen for needs and sell benefits which satisfy those needs
- c. Listen, use trial closes, and always ask the prospect to enlist
- d. All the above

3. What technique can you use to determine whether or not your prospect is ready to make a commitment to an enlistment?

- a. Listen
- b. Handle objections
- c. Trial closes
- d. All the above

4. You hear the term market often in our recruiting efforts, but what is a market?

- a. A market is a particular group of potential buyers
- b. A market is your assigned recruiting area
- c. A market is your assigned high schools and colleges
- d. A market is all the above

5. Who is the final authority on all substantiated RI cases where the applicant has accessed?

- a. Brigade commander
- b. Battalion commander
- c. USAREC commander
- d. DA

6. Initiate USAREC Fm 446 and USAREC Fm 815 on _____ or the next available work day.

- a. 1 August
- b. 1 June
- c. 1 July
- d. 1 September

7. Moral and administrative waivers are valid for _____ from the approval date unless a change in status occurs.

- a. three months
- b. six months
- c. nine months
- d. 12 months

8. An enlistee who has enrolled in the Concurrent Admissions Program and is formally admitted by the education institution and assigned an advisor has the understanding that class enrollment can be deferred up to _____ after he or she leaves active duty.

- a. six months
- b. one year
- c. two years
- d. three years

9. Which USAREC pamphlet is designed to assist and enhance your sales presentation?

- a. USAREC Pam 350-7
- b. USAREC Pam 601-8-1
- c. USAREC Pam 600-12
- d. USAREC Pam 40-3

10. The _____ is responsible for the management of the LEADS Program and for establishing a reasonable suspense for recruiter contact.

- a. Company commander
- b. Company first sergeant
- c. Station commander
- d. Battalion operations

11. The recruiting station commander will ensure _____ and _____ efforts are sufficient to achieve mission accomplishment.

- a. work ethic, prospecting
- b. training, lead generation activities
- c. lead generation activities, prospecting
- d. work ethic, training

12. What are the four types of firing positions used when firing the M136 launcher?

- a. Standing, kneeling, support, and prone
- b. Kneeling, standing, sitting, and prone
- c. Standing, squatting, sitting, and prone
- d. Prone, kneeling, support, and standing

13. What is the first step in maintaining an M16A1 or M16A2 rifle prior to disassembling?

- a. Firing the last round into the ground
- b. Place rifle on safe
- c. Clear rifle
- d. Look down the barrel for any unfired rounds

14. If you have contact lenses, wear them with the M40 Protective Mask.

- a. True
- b. False

15. When splinting a suspected fracture, you should place swathes directly over the fracture.

- a. True
- b. False

(The answers to this month's Test can be found on the inside back cover.)

The Glen E. Morrell Award



BALTIMORE
SFC Robert Grubenhoff
SFC Samuel Gilbert

BECKLEY
SFC David Burns

CLEVELAND
SFC Larry Carver

DES MOINES
SFC Doug Bearinger
SFC Roy Daniels
SFC Eugene Myers

HOUSTON
SFC Kevin Wright
SFC Jannie Samuel

MINNEAPOLIS
SFC William Burdi

NEW ENGLAND
SFC Douglas Lewis
SFC David G. Johnson
SSG Keith A. Fuller

NEW ORLEANS
SFC Joyce Rivarde

NEW YORK CITY
SFC Noel Rivera
SFC Reinaldo Diaz-Rivera

PHOENIX
SFC Christe Maes
SFC Socorro Haynes

RALEIGH
SFC Delores Moody
SFC Victor Norris
SFC Raymond Kulwicz

SAN ANTONIO
SFC A. Leon-Guerrero

SOUTHERN CALIF.
SFC Michael Snyder
SFC Walter Bradford

TAMPA
SFC Victor Calcano

AMEDD Detachment
SFC Robert Nedley, 3d Bde

BALTIMORE
SFC Willie Graves
SSG Anthony Stoneburg
SGT Joseph Campbell

BECKLEY
SFC Tyler Holmes

CLEVELAND
SSG Nathan Lewis

COLUMBIA
SSG Stuart White
SSG Patricia Razz

DES MOINES
SSG Phillip Morrison

GREAT LAKES
SFC Terry Carriveau

JACKSON
SSG Tommy Holmes
SGT James Glenn

LOS ANGELES
SFC Richard Emmons

MINNEAPOLIS
SFC Terry Stirewalt

MONTGOMERY
SSG James Robertson

NEW ORLEANS
SFC Mitchell Briant
SFC Timothy Anderson

NEW YORK CITY
SFC James Fross
SSG Wilberto Otero-Cruz
SSG Luis Crespo

PHILADELPHIA
SFC Eddie Clark
SSG Thomas McCrea
SSG Brian Clark

PHOENIX
SGT Barry Laughery
SSG Charles Shaw
SFC Richard Milford
SSG Frankie Fierro
SSG Ronald Cains

SSG Michael Carruth
SSG Charles Brady

PORTLAND
SSG Daniel Toy

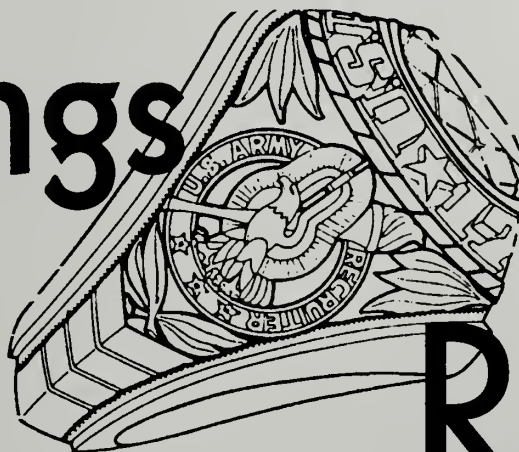
SEATTLE
SFC Sergio Velasco
SSG Jack Brumbaugh

ST. LOUIS
SFC Jeffery Wallace

TAMPA
SGT Leon Young
SSG Thomas Dailey

AMEDD Detachment
SFC Curtis Bach, 5th Bde

Rings



Rings



ATLANTA

SSG Raymond Allen
SFC Elwood Gibson
SSG Jeffrey Jongema
SSG Kenneth Hollis

BALTIMORE

SSG John Childers

BECKLEY

SFC George Glainyk
SSG Kip Casto
SGT Henry Kehoe
SSG Bryan Horne
SFC Raymond Adkins

CHICAGO

SSG Harley Brett

SSG Gary Hunt
SGT Alphonso Barnes

CLEVELAND

SSG Ronald White
SSG Todd Thibodeaux
SGT Heath Wills
SSG Keith Steiner

COLUMBIA

SGT Kenneth Raynor

COLUMBUS

SGT Dennis Schrader

DALLAS

SSG Jimmy Duenes
SFC Eddie Probst
SSG Willie Johnson
SSG Torres-SanMiguel

DES MOINES

SSG Tommy Howard
SSG Vincent Jones
SSG Mary Fitzsimmons
SSG Stanley Webb

INDIANAPOLIS

SFC Anthony Lyons
SSG Brian Allen
SFC James Shull

JACKSON

SGT Euell Harvell

JACKSONVILLE

SGT Carlos Roman
SSG Roger Artis
SGT Edward Sargent
SSG Kisa Mitchell
SSG Shan Mitchell
SSG Efrain Ramos

KANSAS CITY

SGT Dale Myers
SGT Terry Smith
SSG Reginald Anderson
SSG Mark Ramicone
SSG James Collins
SSG Gilbert Sprouss
SGT Andrew Johnson

LOS ANGELES

SSG Christopher Franklin
SSG Jeffrey Skinner
SGT Tommy Pink

MIAMI

SGT Anthony Bowers

SSG Michael Winkel
SSG Lorna Erickson

MILWAUKEE

SGT Tye Howver

MINNEAPOLIS

SSG Shawn Phillips
SFC Bradley Stehly
SFC Allen Heck
SSG Michael Wheless
SSG William Livengood

NEW ENGLAND

SSG Jimmy Shepherd
SSG Robert Ferrara
SSG David Corbin
SFC Donald Stenson

NEW ORLEANS

SGT Sandra Pattison
SSG Aaron Edwards

NEW YORK CITY

SSG Celena McCoy
SGT Reinaldo Bosques
SSG David McFadden
SSG Kevin Lopez
SGT Charles Williams
SSG Robert Stahl
SFC Luigi Dicarlo
SFC Rickey Patterson
SSG David Morie
SSG Hermino Inle
SSG C. Rankins
SSG William Allen
SGT Luis Burgos

PHILADELPHIA

SSG James Walters
SSG James Joyner
SFC Zeebedee Spruill
SFC Arnetta Legree
SSG Deanna McNair
SSG Curtis Hobson
SSG Gene Tupper
SFC Marcelo Gandaria

PHOENIX

SGT John Eakins
SSG Mathew Rowland
SSG Alonzo Williams
SGT Jarrett Halverson
SGT S. Truesdale
SGT William Willen
SGT Woodrow Knox
SSG Roland Diaz

SSG F. Chineachinea
SGT Roberto Ast
SGT Brian Duke
SGT Arnie Walters
SGT Richard Woods
SGT Jason Hemphill

PORTLAND

SFC Richard Anstine

RALEIGH

SGT Paul Luketich

SACRAMENTO

SSG Brent Albertson
SFC Newton Atmore
SSG Mark Lynch
SSG Gregory Calvin

SALT LAKE CITY

SFC Lawrence Mann
SSG Stanley Dodson
SSG Milton Wiscovitch
SSG Martin Weeks
SGT Michael Hydorn

SAN ANTONIO

SFC Sylvia Bowens
SGT Kristopher Britton
SSG Joseph Novack
SSG Scott Killian
SSG Jose Colon-Rivera

SEATTLE

SGT Brian Barlow
SSG Gilbert Sandoval
SSG Michael Roth

ST LOUIS

SSG Charles Langloss
SGT Richard Nielsen
SSG Richard Shipley
SSG Clifford Hughes
SSG Donald Thompson
SSG Richard Gillis

SYRACUSE

SFC Michael Odell
SSG Danny Washington

TAMPA

SGT Leroy Manigault
SSG C. Alexander
SFC Echevarra Medina
SSG Gregory Bryant
SGT Jeff Nance
SSG Gregory Bulter
SGT Robert Kidney

Quality Volume

The Key To Our Success

RSM July

	<i>1st Brigade</i>	<i>2d Brigade</i>	<i>3d Brigade</i>	<i>5th Brigade</i>	<i>6th Brigade</i>
Top Team Member (Recruiter)					
RA	SGT Jackson, C Syracuse	SSG Adams, R Jacksonville	SSG Wallace, J Great Lakes	SSG Tardif, C Oklahoma City	SSG Tucker, A Denver
USAR	SFC Figueroa New York City	SFC Cabrera, F Miami	SFC Wika, T Minneapolis	SSG Bryant, R Dallas	SFC Duenas, M Portland
Top Team (Station)					
Large	Newport News Baltimore	Neptune Beach Jacksonville	Detroit Metro Great Lakes	El Dorado Oklahoma City	San Bernardino Southern Calif.
Small	Littleton New England	Louisville Jackson	East Tawas Great Lakes	Monroe New Orleans	Lake Havasu Phoenix Sonora Sacramento
Top Team Builder (Company)					
	Bayonne New York City	East Point Atlanta	Marion Columbus	Lafayette New Orleans	San Bernardino Southern Calif.
Top Quality Volume Battalion					
	New York City	Atlanta	Columbus	Oklahoma City	Phoenix

Answers to the Test

- | | | |
|---------------------------------------|---|---------------------------------------|
| 1. b, USAREC Reg 350-6,
table 3-1 | 5. c, USAREC Reg 601-45,
para 3-10a | 10. c, USAREC Reg 350-7,
para 4-19 |
| 2. a, USAREC Pam 350-7,
para 5-2 a | 6. c, USAREC Reg 350-6,
para C-4 | 11. c, USAREC Reg 350-7,
para 4-3a |
| 3. c, USAREC Pam 350-7,
para 6-11 | 7. b, AR 601-210, para 4-29 | 12. b, STP 21-1 SMCT, page 215 |
| 4. a, USAREC Pam 350-7,
para 3-1 | 8. c, USAREC Reg 621-2,
glossary, section II | 13. c, STP 21-1 SMCT, page 134 |
| | 9. b, USAREC Pam 601-8-1,
para 5 | 14. b, STP 21-1 SMCT, page 545 |
| | | 15. b, STP 21-1 SMCT, page 701 |

YOU'LL BE THE ONE OTHERS LOOK TO. YOU WILL BE A LEADER.

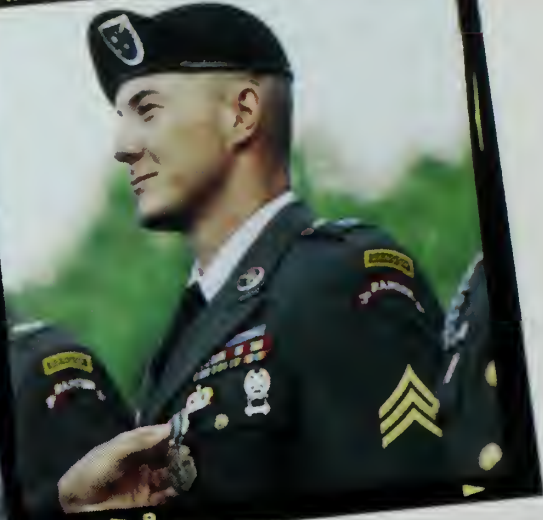
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SGT. J. LASZCZAK. AGE 24. TEAM LEADER.



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